eTheses
maximising our postgraduate potential

A thesis submitted in partial fulfilment of the requirements for the degree of Doctor of Philosophy

Tzschentke-Hamilton, Nadia A. (2004) *Environmental management practices in the independent accommodation sector: a motivational perspective.* PhD thesis, Queen Margaret University.

Accessed from:

http://etheses.qmu.ac.uk/1275

Repository Use Policy

The full-text may be used and/or reproduced, and given to third parties for personal research or study, educational or not-for-profit purposes providing that:

- The full-text is not changed in any way
- A full bibliographic reference is made
- A hyperlink is given to the original metadata page in eResearch

eResearch policies on access and re-use can be viewed on our Policies page: http://eresearch.qmu.ac.uk/policies.html

http://etheses.qmu.ac.uk

ENVIRONMENTAL MANAGEMENT PRACTICES IN THE INDEPENDENT ACCOMMODATION SECTOR: A MOTIVATIONAL PERSPECTIVE

NADIA A. TZSCHENTKE-HAMILTON, Ph.D.

A thesis submitted in partial fulfilment of
the requirements for the degree of
Doctor of Philosophy
in the discipline of Business Management

QUEEN MARGARET
UNIVERSITY COLLEGE

June 2004

QUEEN MARGARET UNIVERSITY COLLEGE LIBRARY

Declaration

I declare that this thesis has been composed by myself and that the research therein has been conducted by myself.

Edinburgh, 15th of June 2004

Nadia Tzschentke-Hamilton, Ph.D.

Abstract

This thesis seeks to develop an understanding of hospitality businesses and their relationship with the environment, thereby developing the subject discipline by addressing an under-researched area. Specifically, it seeks to provide an empirically based understanding of the rationale and process behind the decision to adopt environmental management practices, with a view to encourage their wider adoption in the industry through the successful promotion of environmental initiatives.

Accordingly, the study addresses three main dimensions: the process of decision-making and the decisional factors leading to the decision; the rationale behind it; and the outcome of the decision. To suit the explorative nature of the investigation the research adopts an interpretivist, qualitative approach using semi-structured, face-to-face interviews with a sample of purposively selected owner-managers of serviced accommodation establishments in Scotland. Participating businesses were all members of the Green Tourism Business Scheme, an environmental accreditation scheme for tourism businesses.

The data is analysed following Crabtree and Miller's (1992) template approach to coding in the first stage of analysis, and a cognitive mapping approach based on Kelly's Personal Construct Theory (1955) in the secondary stage of analysis. The analytical software used for the development and analysis of cognitive maps is Decision Explorer. The trustworthiness of the study is ensured by addressing the four criteria of credibility, transferability, dependability and confirmability.

The study found that the decision to adopt environmental management practices reflected a lifestyle choice, was driven by personal values and beliefs and influenced by a wealth of personal, socio-cultural and situational factors. Four distinct motivational groups were identified based on the emerging rationale for action: Profit-motivated Greens (financially driven), Practical Greens (both financially and ethically driven), Ethical Greens (ethically driven) and Holistic Greens (also ethically driven but to a greater extent). Variations in personal environmental ethic, personal construct of environmental practices and the type of value attributed to action

further distinguished respondents in the four typologies.

Attitudinal, operational and financial factors were found to act as constraints to further action. A range of intrinsic benefits (personal satisfaction and peace of mind) as well as extrinsic benefits (financial, operational and marketing) were acknowledged following adoption of environmental practices and participation in the scheme.

It is concluded that whilst promotion strategies should continue to promote the financial benefits of environmental involvement, equal consideration should be given to appealing to the moral conscience of individual business owners. Efforts should also seek to educate operators on action strategies and on the value of their contribution. A need for improved support and infrastructure is identified.

Finally, in order to attract participation, environmental accreditation schemes such as the Green Tourism Business Scheme, which provides the context for this study, must prove commercially beneficial to businesses. This, it is argued, can only be achieved through improved promotion, and consequently, widespread consumer recognition. Recommendations are provided as a basis for action in this direction.

Acknowledgements

I would like to express my sincere gratitude to my Director of Studies, Professor David Kirk and my supervisor Dr. Paul Lynch for their invaluable guidance, support and encouragement throughout these four years.

My thanks to Queen Margaret University College for funding this research studentship and to my Respondents who made this study possible.

My thanks are extended to Professor Nick Johns for his advice and constructive criticism; to Sandie Randall for her words of encouragement and advice; to my fellow research students for acting as a sounding board and sharing the ups and downs of PhD life; to my friends and relatives for providing distraction and showing an interest in my progress; and to Glentress Forest and Blackford Hill for inspiration and calm.

A special thanks goes to my friend Ross for his constant optimism, his support (I hope it was mutual!) and for the healthy competition between us that saw us through this achievement in our lives.

Finally, my warmest thanks go to Mark and my Parents for indulging me, comforting me and keeping up the good spirits, but mostly, for their love and unquestioning support, without which this thesis would not have materialised.
I dedicate this work to you ...

Contents

List of Cognitive Maps

List of Figures

List of Graphs

List of Tables

Glossary

A number of terms have been used extensively in the thesis and, in the context of this study, have the following meaning:

- **Adoption of an environmental profile**: umbrella term referring to the adoption of environmental management practices and accreditation to the Green Tourism Business Scheme.

- **Environmental management practices**: practices aimed at minimising the detrimental impact on the environment, in terms of both resource depletion and pollution (also referred to as environmental measures/practices and environmental alternatives).

- **Ethical Greens**: typology group of respondents motivated by ethical factors; characterised by a deep environmental ethic and by moderate to high levels of concern and action; and who construed environmental alternatives as a way of saving the environment.

- **Going green**: adoption of environmental management practices, intended as practices aimed at minimising the detrimental impact on the environment, in terms of both resource depletion and pollution.

- **Green Tourism Business Scheme**: environmental accreditation scheme for tourism businesses, operated in Scotland by a not-for-profit company on behalf of VisitScotland.

- **Holistic Green**: typology group consisting of one respondent motivated by ethical factors; characterised by a deep environmental ethic and by high levels of concern and action; and who construed environmental alternatives as a way of life.

- **Kelly's Personal Construct Theory (1955)**: theory which posits the use of

'personal constructs', internal abstract representations of phenomena that individuals construe in order to understand others and anticipate their reaction to their behaviour.

- **Practical Greens**: typology group of respondents motivated by both economic and ethical factors; characterised by a shallow environmental ethic and by moderate to high levels of concern and action; and who construed environmental alternatives both as a way of contributing to the environment and as a way of cutting costs.

- **Profit-motivated Greens**: typology group of respondents motivated by economic factors; characterised by a shallow environmental ethic and by slight levels of concern but high levels of action; and who construed environmental alternatives as cost cutting opportunities.

- **Serviced accommodation establishments**: umbrella term encompassing guesthouses, bed and breakfast, small hotels, hotels and restaurants with rooms.

- **Template Analysis**: analytical approach to data coding, which involves the development of a list of codes (a template), representing the themes and issues identified in the textual data and the use of said template to guide the further identification and interpretation of themes.

- **VisitScotland**: Scotland's national tourist board, previously named Scottish Tourist Board (STB)

Abbreviations

- BCC British Chamber of Commerce
- BSA British Social Attitudes (Survey Series)
- CCL Climate Change Levy
- CM Cognitive Mapping
- DE Decision Explorer
- DTI Department of Trade and Industry
- EC European Commission
- EEBPP Energy Efficiency Best Practice Programme
- EG Ethical Greens
- EM Environmental Management
- EMAS Eco-Management and Audit Scheme
- ETC English Tourism Council
- GTBS Green Tourism Business Scheme
- HCIMA Hotel and Catering International Management Association
- HG Holistic Green
- IHEI International Hotels Environmental Initiative
- MORI Market Opinion Research International
- PCT Personal Construct Theory
- PG Practical Greens
- PMG Profit-motivated Greens
- SEPA Scottish Environmental Protection Agency
- SME Small and Medium-sized Enterprises
- STB Scottish Tourist Board
- TA Template Analysis
- TEF Tourism & Environment Forum
- WCED World Commission on Environment and Development
- WTTC World Travel and Tourism Council
- WTTERC World Travel and Tourism Environmental Research Centre

CHAPTER 1

Introduction to the Thesis

One at a time...

A man was walking down a deserted Mexican beach at sunset. As he walked along, he began to see another man in the distance. As he grew nearer, he noticed that the local native kept leaning down, picking something up and throwing it out into the water. Time and time again he kept hurling things out into the ocean. As he approached even closer, he noticed that the native was picking up starfish. The man was puzzled. He approached the native and asked him what he was doing. The native replied "I'm throwing these starfish back into the ocean. You see, it's low tide right now and all of these starfish have been washed up onto the shore. If I don't throw them back into the sea they'll die up here from lack of oxygen". "I understand" replied the man "but there must be thousands of them on this beach. You can't possibly get all of them. There are simply too many. And don't you realise this is probably happening on hundreds of beaches on this coast? Can't you see you can't possibly make a difference?" The local native smiled, bent down and picked up yet another starfish, and as he threw it back into the sea, he replied, "Made a difference to that one!" (Canfield and Hansen, 2000:21)

1.1 Introduction

It is not the intention of the researcher to moralise, far from it. It is, however, inevitable that a doctoral research project, and particularly one that takes an interpretative approach, is bound by the author's own view of the world. This hold becomes perhaps more evident when the matter investigated is the relationship of business with the environment, which raises issues of moral responsibility and ethical behaviour. At this point, personal values and beliefs start to surface, and whilst the author is by no means an environmental activist, she is of the opinion that, quite possibly, if we all believed in making a difference like the local native on the beach, the world might be a greener place.

Seemingly, she is not alone in sharing this view, as that is, in essence, the message that emerged from researching the views and motivations of, an admittedly small, sample of business owners. Irrespective of how insignificant their contribution might be on a global scale, these businesses believed they were making a difference. On this positive note, this chapter sets out to introduce the study by setting the background to the research, illustrating the nature of the problem and theoretical

framework pertaining to it, stating the aims and objectives of the research and, finally, detailing the structure of the thesis to assist the reader.

1.2 Background to the Thesis

This research reflects both a personal and academic interest. Personally, the researcher has always deeply respected and cared for the natural environment, and possibly an initial demonstration of this feeling was her Honours project on 'Environmental Issues in the Hospitality Industry', which investigated consumers' willingness to stay in an environmentally friendly hotel. Subsequent research involvement built upon this interest, culminating in this doctoral study, which set out to investigate the other side of the coin, that is, business owners' motivations for becoming environmentally involved.

Perhaps not surprisingly, it is largely in the course of these last years, as the study took shape and personal awareness and motivation increased, and through contact with environmentally committed individuals, that the researcher herself became aware of how to contribute and started to act in the hope that she, also, could make a difference, on a number of levels. A difference in terms of contribution to knowledge, by advancing the presently limited understanding of hospitality businesses and their relationship with the environment; a difference in practical terms by helping to identify ways of encouraging the wider adoption of environmental management practices in the industry; and finally, a difference on a personal level by consciously trying to reduce the detrimental impact on the environment in both her private and work life, starting with this thesis.

1.3 The Research Context

As a series of widely publicised environmental catastrophes -Bhopal, Chernobyl, Exxon Valdez- signalled the globalisation of environmental concern, society had well and fully entered the last stage of a process that has taken humans "from fearing, to understanding, to using, to abusing, and now, to worrying about the physical and biological world around them" (Bowman, 1975 cited in McCormick, 1995:121). This last stage Bowman saw as environmentalism, the movement which advocates saving

the earth by means of improving industrial society. The Bruntdland Report by the World Commission on Environment and Development (WCED, 1987) crystallised this concern. It concluded that environment and development were inextricable and that environmental protection should be accorded primary status in policy development, and no longer be seen as an obstacle to growth but as one of its integral components. The inclusion of environmental protection in the political agenda of all major industrialised countries followed after the Rio Earth Summit in 1992 and the formulation of Agenda 21[1], an action plan for sustainable development aimed at governments, local authorities and non-governmental organisations.

Curiously, Agenda 21 made scarce reference to tourism *per se*, though its significance for the tourism industry is evident and was later reinforced by the European Community Fifth Action Programme for the Environment -Towards Sustainability[2]-, which contended the need to change people's behaviour and consumption patterns in the key economic areas of industry, energy, transport, agriculture and *tourism.* Subsequently, tourism was formally debated at the New York Earth Summit II in 1997, which formally recognised it as an economic sector that needs to be developed sustainably. In particular, it drew attention to the need to pay special consideration to the relationship between sustainable tourism and environmental preservation given the increasing reliance of many developing countries on this sector as a major employer and contributor to local, national and regional economies (Earth Summit II, 1997).

"All forms of industry, indeed all forms of life, consume environmental resources and create pollution directly or indirectly" (Middleton and Hawkins, 1993:64). As one of the world's largest industry, and one that is heavily reliant on the quality of the environment to ensure its own survival, tourism can play a major role in environmental preservation. One integral component of the tourism industry is the accommodation sector, which largely consists of small independently owned operations. Whilst their individual impact on the environment may be limited owing to their small size, taken collectively, their detrimental impact is significant. Yet,

---

[1] For reference see under Report of the United Nations Conference on Environment and Development (1993)

[2] For reference see under Commission of the European Communities (1992)

acknowledgement of this fact by the industry and parties involved has only partially resulted in positive action.

Within a Scottish context, a significant contribution has been the work of the Tourism & Environment Forum (TEF), a partnership of public, private and voluntary agencies set up to "bring long term business and environmental benefits to the Scottish tourism industry through encouraging sustainable use of [Scotland's] world class natural and built in heritage" (TEF, 2004). Following the launch of their Operational Plan in 2000, the Forum helped consolidate efforts of various tourism operators leading to achievements in a number of areas. These include the development of the wildlife tourism sector through the establishment of Wild Scotland, an association for Scottish wildlife and nature tourism operators; the creation of a network of Tourism Management Programmes across Scotland; and, most relevantly, the development of the Green Tourism Business Scheme (GTBS), a quality assurance scheme designed to help tourism businesses translate the principles of sustainability into environmental management practices, whilst gaining environmental accreditation.

Run by a non-profit organisation on behalf of VisitScotland, Scotland's national tourist board, the scheme grew considerably since its inception in 1998, now counting over 300 members amongst serviced accommodation, visitor attractions, self-catering and holiday parks. Unlike other schemes, the GTBS has successfully worked to the inclusion of the smaller sized operations, owing to its flexible point accreditation system and more affordable pricing structure. Whether, however, it will succeed in encouraging the adoption and implementation of environmental management practices within tourism businesses, for a sustained period of time, remains to be seen.

1.4 The Nature of the Problem

Understanding how and why action takes place and whether it has been beneficial helps us to understand how it can be encouraged. Similarly, understanding what prevents it from taking place can help identify areas for intervention. In the same way, it is argued that an appreciation of the process and reasons behind businesses'

decision to adopt an environmental profile is crucial to the successful formulation of strategies aimed at encouraging its wider adoption. Understanding how businesses benefit from the process and which factors inhibit further action completes this appreciation, providing a sounder basis for evaluation.

To be of value the investigation must be guided by the experiences of environmentally active businesses, so as to gain an understanding of the 'actual' reasons for acting, the 'actual' barriers encountered and the 'actual' benefits accrued, rather than the 'supposed' reasons for action or the 'perceived' barriers and benefits of going green. Admittedly, there is an element of perception in the case of, for example, fear of guest reaction or the perceived drop in standard associated with environmental alternatives.

In essence, there is a need to understand why businesses that adopt environmental management practices and seek environmental accreditation 'do' do it as opposed to why they 'would' or 'should' do it. An absence of empirical research specifically investigating this aspect is in fact amply reflected in the prevalence of normative and promotional literature that prescribes why and how businesses should respond to environmental pressure, failing in this way to portray an empirically grounded reality. This problem is particularly evident in a hospitality context, which has received limited research attention in relation to environmental issues, especially with regards to small independently owned operations, which account for the bulk of the industry.

It is this gap this thesis aims to address by adopting an interpretivist approach that allows the exploration of the personal views of a small sample of owner-managers in relation to their decision to 'go green'. To this end a qualitative approach is followed, using in depth semi-structured interviews to collect the data. As a method of analysis the study uses a template approach to coding, and in the secondary stage of analysis, a cognitive mapping approach based on Kelly Personal Construct Theory (1955).

1.5 The Theoretical Background

The management of the environment has assumed greater urgency as society has

become increasingly aware of what is going wrong in its relationship with the natural environment (Benton and Redclift, 1994:13). Yet, whilst the issue of environmental management (EM) as a field of study has generated wide academic attention in a wealth of disciplines, the literature shows no consensus on its definition, leaving its interpretation open to one's disciplinary orientation. The difficulty becomes greater as interpretations of the terms environment and management vary across individuals and disciplines. The environmental debate has extended to the hospitality and tourism field, where the sustainability of tourism has been, and continues to be, widely disputed, despite the fact that sustainability itself "should be the cornerstone of the industry's development since the natural environment constitutes most of its primary resource base" (Sinclair and Stabler, 1997:168).

Thus, in the context of this study, 'going green' refers to the 'adoption of EM practices, intended as practices aimed at minimising the detrimental impact on the environment, in terms of both resource depletion and pollution'. It is acknowledged that this may be a simplistic interpretation of EM practices. However, owing to the lack of consensus on the matter and since the study did not attempt to access respondents' own interpretation of the concept, it is argued that this description reflects the overall intention of the businesses. As such, using the criteria set out by the GTBS, these practices refer to waste, energy and water management, environmental purchasing, wildlife and landscape protection as well as environmental communication, training and monitoring (GTBS Guidance Notes, 1999:1).

To gain an understanding of the reasons that prompt businesses to adopt EM practices it is necessary to consider not only the business perspective but also that of the individual, that is, the owner-manager's personal motives for acting. Consideration of the environmental concern and behaviour literature therefore provides a valuable insight into what motivates individuals to act in an environmental responsible manner.

The issue of concern has attracted wide research interest in terms of survey work, but limited academic attention aimed at developing ways of measuring it. Noteworthy are therefore the contributions of Van Liere and Dunlap (1981), who argued the need to measure concern on a multi-dimensional scale comprising of

cognitive, attitudinal and behavioural variables; and more recently of Bohlen, Schlegelmilch and Diamantopulos (1993), who demonstrated the existence of a strong correlation between attitudes and behaviour. In practice, however, the link between environmental consciousness and behaviour remains open to debate.

Research on environmental behaviour has in fact identified a variety of influences, which the Hines, Hungerford and Tomera (1987) model comprehensively encompasses. Crucially, the model shows that an individual's intention to act may be influenced by knowledge of issue and action strategies, action skills and personality variables, whilst situational factors can also inhibit or prompt action. Of relevance is Gustin and Weaver's (1996) adaptation of the model to predict travellers' intention to stay in an environmentally friendly hotel, the only example of environmental behaviour research in a hospitality context.

Intrinsic motivation (De Young, 1986) and personal responsibility have also been identified as significant factors, to the extent that an absence of the latter has been noted as a constraint on pro-environmental behaviour (Tanner, 1999), in addition to lack of information and awareness about one's impact (Vining and Ebreo, 2001). Approaches based on Schwartz's (1977) norm-activation theory have also successfully illustrated the activation of an altruistic moral norm in relation to pro-environmental behaviour (Nordlund and Garvill, 2002). In particular, studies have demonstrated that an eco-centric, as opposed to an anthropocentric, value orientation can result in a stronger sense of moral obligation to act protectively towards the environment (Stern and Dietz, 1994; Thompson and Barton, 1994). These contrasting worldviews are considered in the introductory section of the literature review, which sets the research context.

At a business level, theories of corporate response have identified social, legal and market pressure as potential driving forces prompting companies to act, or in the case of most, react, to environmental pressure (Roome, 1992; Welford, 1994; Bergström and Gummesson, 1996). Empirical studies have to some extent confirmed this picture identifying in addition stakeholder pressure and cost reduction (Brown, 1995; Silano, Meredith and Jones, 1997). Particularly influential in a small firms' context are personal values. Studies investigating the owner-manager's

perspective have in fact pointed to a degree of correspondence between personal environmental values and commitment to environmental improvement (Danvers and Long, 1996; Palmer, 2000; Carlsen, Getz and Ali-Knight, 2001), and business orientation (Ateljevic and Doorne, 2000). This has been found to apply also outwith an environmental context, with research on ethical behaviour highlighting the role played by personal ethics (Quinn, 1997) and personal preferences in relation to charity contributions (Thompson, Smith and Hood, 1993).

The importance of considering the 'personal' dimension when investigating small firms becomes evident as decision-making is examined. Though limited, the emerging body of research highlights the need to understand the personal and contextual circumstances of small business owners in order to understand their decision-making process, which emerges as intuitive, unstructured and largely based on satisficing (Ennis, 1999; Culkin and Smith, 2000; Greenbank, 2000). The prevalence of a satisficing approach over an optimising approach, as that purported by rational economic theory, further supports the notion, well documented in the literature, that profit-maximisation is not the dominant business orientation in a small firms' context (Stanworth and Curran, 1986; Storey, 1994; Spence and Rutherfoord, 2001). Lifestyle and non-economic goals in fact prevail, particularly among hospitality and tourism business owners (Shaw and Williams, 1997; Andrew, Baum and Morrison, 1998; Lynch, 1998).

As for factors inhibiting environmental action, cost of environmental improvement, lack of expertise and infrastructural support combined with inertia and small businesses' low levels of awareness regarding their environmental footprint have been noted as major barriers to change (Hillary, 2000). Within a hospitality context in particular, research further identified lack of customer demand for environmental quality, and an inherent scepticism towards environmental alternatives and their perceived impact on standards, as factors inhibiting environmental action (Silano, Meredith and Jones, 1997; Vernon, 2000). Finally, with regards to benefits, it appears to be the case that whilst accounts document increased operational efficiency and cost reduction, intangible benefits such as enhanced image and morale are often more highly rated by small firms, whilst the commercial value of environmental awards requires further investigation (Holt, 1998).

1.6 Aim and Objectives of the Research

In light of the gap identified earlier, the purpose of the study is to provide an empirically based understanding of the rationale behind businesses' decision to go green, with a view to encourage the wider embracing of EM practices in the hospitality industry through the successful promotion of environmental initiatives. To obtain a complete picture of why businesses went green, the research addresses three main dimensions: the *process of decision-making* and the *decisional factors* leading to the introduction of EM practices; the *rationale* for adopting an environmental profile; and the *benefits accrued and barriers encountered* as a result. Accordingly, the research has three main objectives:

1. To examine the factors that contributed to the decision-making process resulting in the consideration of EM practices;

2. To investigate the reasons that prompted businesses to adopt EM practices and seek accreditation;

3. To evaluate the outcome of the decision to become environmentally involved and accredited.

1.7 Structure of the Thesis

In the interest of clarity, this thesis is structured in a logical and sequential format, in that it sets out by providing an overview of the research, reviews the conceptual framework, details the methodology used, presents and thereafter discusses the findings and ends by drawing the main conclusions and recommendations. In reality, however, it is noted that the research process was not as linear, but involved frequent backtracking, adjustments and revision, particularly at the outset of data collection and at the writing-up stage, with the literature review being updated and revised in terms of relevance, theoretical contributions being integrated into the discussion and the methodology adjourned with experiences of the fieldwork and analysis process.

Thus, in terms of chapters subsequent to this one, the thesis is structured as follows: CHAPTER 2 reviews the theoretical framework supporting this piece of research;

CHAPTER 3 details the methodological approach followed in the investigation and the practical problems encountered. An evaluation of the study in terms of its trustworthiness and limitations is also provided in this chapter; CHAPTER 4 presents the findings of the research; CHAPTER 5 discusses the findings in relation to the research objectives and in light of the theoretical framework examined earlier; and finally CHAPTER 6 draws the main conclusions, provides recommendations and identifies areas for further research.

CHAPTER 2

Literature Review

2.1 Introduction

This chapter provides a theoretical framework for the research topic by reviewing the literature pertaining to individual and corporate environmental behaviour, small firms and decision-making. It is divided into five main sections. Section 2.2 sets the research context by introducing the environmental movement and examining its philosophical underpinnings. The environmental issue is then considered from an individual perspective in Section 2.3 to offer an insight into the factors that influence, motivate and inhibit individuals to act in an environmental responsible manner. This overview complements the understanding of why individual business owners may decide to adopt environmental management practices. Business' relationship with the environment is considered in Section 2.4, which addresses the issue of environmental management, with respect to, in particular, the driving and restraining forces behind environmental performance. The focus in Section 2.5 then turns to small firms and small business owners, as it is their perspective that informed the study. Finally, Section 2.6 reviews the literature pertaining to decision-making, as the research investigated the decision-making process leading to the adoption of environmental management practices. A summary concludes this chapter.

2.2 Introducing the Green Concept

> Not so long ago, 'greens' were the bits of a golf course where the grass was shortest, or the part of the main course between the roast beef and the baked potatoes. ... These days, however, Greens are a lot less easily digested - but far more politically nourishing (Porritt and Winner, 1988:9).

In this way, Porritt and Winner set out to explore the role played by the green revolution, from the greening of political thought to the greening of health and medicine. As pleaded by the authors, *The Coming of the Greens* is by no means an academic treatise, nor a political dissertation on the Green Movement, but rather a

vivid account of the shaping of events by the green revolution; because, they argue, a revolution it has been. However quietly, the green thought has permeated all aspects of society, to the extent of reaching the political agenda of all major industrialised countries.

Public attention to global environmental problems was first brought to the fore in 1962 by the publication of *Silent Spring*, Rachel Carson's book on the use of pesticides and herbicides, which "heralded the arrival of the environmental era" (Bhargava and Welford, 1996:13). The challenge to traditional economic thinking came in 1968 following the issue of *The Limits to Growth*, a report by a group of academics known as the Club of Rome who concluded that earth's capacity to sustain present economic and population growth would reach its limits within the next century, unless a 'no growth' policy was implemented. Whilst widely criticised for its doomsday approach, the report succeeded in drawing attention to the plight of the planet, raising consciousness about the 'greens'.

Over the last two decades, the meaning of the word 'green' evolved to embrace a whole new connotation, one associated with the improvement of life on earth, or as Miller and Szekely (1995:322) suggest, one that identifies "any action, company, product, service, and attitude that damages the environment relatively less than prevailing practices". This statement illustrates the complexity of defining the concept. Since it is not within the remit of this study to venture into an exploration of the construct, the view put forward by Porritt and Winner (1988:8) shall be endorsed, as any definition is likely to be influenced by the positional and political stance one chooses to adopt:

> Just as definitions of 'freedom', 'democracy', 'peace' and 'justice' vary according to the context in which they are used, so 'green' tends to mean very different things to different people.

Further, as McDonagh and Prothero (1997) argue, not only is the concept of green multi-faceted and the subject of research in a host of different disciplines, it is also open to the diverse interpretations of the contrasting schools of thought embedded within each discipline. Thus, although the majority of people associate the term green with the preservation of the environment, in academic circles the issue has fuelled a never-ending debate. This statement by Caldwell (1991:52) illustrates the

discontent found among members of the literary community about the status granted to the environmental movement in current society:

> It is paradoxical that a concept as broadly and diversely holistic as environment has come to be treated as an 'ism' - a sectoral or particularistic way of relating to practical affairs. Environmentalism is not a self-designating term used by the environmentally concerned. It has been applied often, with a pejorative undertone, among those interests in modern society in which more than a minimal concern for the environment is regarded as atavistic, impractical, utopian, and unprogressive. Thus the broader ecological perspective is treated as if it were narrow, and a narrow economistic orientation, where dominant, tends to be regarded as practical and realistic.

The reality described above finds explanation in the diversity of philosophical stances that underpin the environmental movement and that inform its proffered line of action. As Shrivastava and Scott (1992:10) assert:

> Environmentalism in its simplest form refers to a concern, a belief and a value, of preservation and enhancement of our natural environment. ...It is not a single monolithic doctrine.

On the contrary, it embraces a range of conflicting ideologies that developed as part of the process of socio-political transformation that is history. Attempts to classify these stances abound. While classifications criteria and the terminology used to define them differ considerably, most approaches inevitably evolved as reflections of the fundamental divergence that distinguishes modern environmentalism. That is, the ideological divide between 'shallow' and 'deep' ecology, alternatively referred to as the anthropocentric and eco-centric worldview.

Taken for granted by most Westerners, anthropocentrism "asserts the separateness, uniqueness, primacy and superiority of the human species" (Shrivastava, 1997:29) by viewing humans as the source of all value and at the centre of all creation. As such it advocates the manipulation and exploitation of nature to satisfy human needs and desires by means of managerial efficiency. Eco-centrism, on the contrary, confers on nature an independent role in the creation of value, and views humans as just another component of the natural ecosystem. Based on the Gaia hypothesis that the Earth's living and non-living systems form an inseparable, self-regulating, self-renewing whole (single living organism), 'deep ecology' (Naess, 1973 cited in Pepper, 1996:17), fundamentally rejects the dualistic view of humans and nature as separate entities, the view adopted by anthropocentricism. Rather, it endorses inactivism towards nature, a notion attributable to the eastern philosophies of Buddhism, Taoism and Hinduism

and to Spinoza's philosophical premise that contemplation of nature is humans' ultimate goal; as such it adopts a systemic perspective (Pepper, 1996). It follows that the two perspectives differ not just in their attitude to nature (interventionist versus nurturing) but also in their morality that tempers action (arrogance versus reverence) (O'Riordan, 1981).

As noted by Pepper in his comprehensive review of environmentalism, while the tenets of deep ecology have been accepted as the true green principles, the stance has been widely criticised within and outwith the environmental camp. On a political level, deep ecology has been accused of being naïve and idealistic owing to its over-obsession with the idea that individuals are the motor of social change, a view which fails to take into consideration the barrier posed by economic and political powers, let alone the instinctively self-centred attributes of human beings. On a social level, its rejection of the built environment as part of natural evolution has earned deep ecology accusations of taking an anti-human stance which, combined with its attribution of intrinsic value to nature and every living organism, has acted against it receiving mass endorsement. Similarly, on an economic level, deep ecology has been fiercely opposed for its emphasis of limits on economic and population growth, which challenges capitalism and the consumeristic principles of modern society. As Dobson (1995:17) argues:

> The green movement is therefore faced with the difficulty of simultaneously calling into question a major aspiration of most people –maximising consumption of material objects- and making its position attractive.

The distinction between shallow and deep ecology is perhaps best expressed in terms of environmentalism and ecologism. Adapting Dobson's description, the former proposes a managerial approach to environmental problems which does not require a fundamental shift of values or patterns of production and consumption. The latter, on the other hand, calls for a re-evaluation of our relationship with nature and thus a radical change in values in order to achieve a 'sustainable' society structured to fulfil needs, not wants. On this basis, environmentalism becomes a synonym for anthropocentrism and ecologism a synonym for eco-centrism (Kilbourne, 1995).

It can be surmised, that the current socio-economic and political features of western society exemplify the dominance of the anthropocentric worldview, a fact that finds

explanation in the widespread adherence to the dominant social paradigm (Dobson, 1995; Pepper, 1996). Established as a development of the Enlightenment and the process of industrialisation that followed from it, the dominant social paradigm, rests upon the principles of unlimited economic growth and technological rationality. The transformation that ensued from it altered society's attitude towards nature, from one of reverence and respect to one of domination and exploitation (Kilbourne, 1995).

Whether society will witness another paradigm shift remains to be seen. As stated by Burke:

> The environment problems that will be prominent in the 1990s are just the same as those at the beginning of the 1980s. Climate change, acid rain, tropical deforestation, toxic waste management, ozone depletion, the loss of species and all the rest will still be with us as we go into the next millennium and beyond. All that we have done in the last decade is to recognise the need that they require political solutions. But that is simply to arrive at the starting gate. We have yet to get going. (Quoted in McDonagh and Protero, 1997:89)

The concept of sustainable development gained political currency and credibility following the publication of *Our Common Future*, the report by the World Commission of Environment and Development in 1987, which famously defined it as "development that meets the needs of the present without compromising the ability of future generations to meet their own needs" (WCED, 1987:3). Since, the principles of sustainable development became incorporated into the political agenda of most nations, mounting pressure at individual and corporate level for the adoption of practices geared towards its achievement. Their translation into action remains, however, a different matter.

2.3 Individuals and the Environment

Environmental Concern

Concern about the environment began to be widely registered as an important issue facing Britain in the year of 1988, following Margaret Thatcher's speech to the Royal Society, in which she stated her personal and her Party's commitment to the environment. By 1989 a Market Opinion Research International (MORI) survey identified environmental quality as the second greatest issue of concern after the National Health Service (Corrado and Ross, 1990). Ever since, the environment has

featured prominently in public opinion surveys, though levels of concern fluctuated greatly. Periodic monitoring by MORI and the British Social Attitudes (BSA) Survey Series revealed peaks and troughs in response to changing social, political and economic conditions. Thus, concern for the environment has been portrayed as "an extra- affordable in a time of plenty, but disposable when hard times come" (Taylor, 1997:113). Recent data point to the persistence of environmental concern but a greater resistance to measures aimed at reducing environmental damage. This may be interpreted as a reflection of low levels of trust in government's commitment to environmental protection or due to the "invisibility" of, particularly, global environmental threats (Adam, 1998 cited in Christie and Jarvis, 2001:132).

Interestingly, cross-country comparisons found the highest levels of concern to be in Germany and in Scandinavian countries. This is contrary to lower levels observed in Britain and Spain though, collectively, the data "point towards a high and globally growing sensitisation to environmental concerns" (Brand, 1997:204). A reflection of this trend has been the variety of studies on environmentally concerned individuals. However, while there has been a wealth of professional and popular literature on people's degree of 'greenness', the academic contribution on the matter has been rather scarce (Prothero, 1990). Moreover, "much of the early literature has been piecemeal in nature, addressing specific environmental or green concerns, and not positing a general structural model for the attitudinal or value area" (Hackett, 1993:416).

Early studies in fact treated concern as a general environmental attitude, and developed measures that focused on specific features of concern, such as environmental knowledge, attitudes and behaviour and related these to socio-demographic and personality variables. Hence, there has been a tendency to attribute attitudinal characteristics to environmental concern, rather than viewing it as integral of a "personal and social value complex" (Hackett, 1993: 417). Furthermore, while a link between personality variables and environmental consciousness has been established (Kinnear, Taylor and Ahmed, 1974), the value of socio-demographics has been disputed (Schlegelmilch, Bohlen and Diamantopoulos, 1996) as "environmental concern [has become] the socially accepted norm" (Schwepker and Cornwell, 1991:85).

Thus, a most significant contribution may be found in the work of Van Liere and Dunlap (1981). Prompted by the lack of consistency in previous studies, the authors challenged the ability of conventional approaches to produce comparable results and measure the same underlying construct. They concluded that single attitudes toward specific environmental issues could not be taken as expressions of environmental concern, as the latter is not a simple uni-dimensional attitude that can be measured using uni-dimensional measures. Subsequent studies therefore measured concern on a multi-dimensional scale comprising cognitive, attitudinal and behavioural variables.

Within a UK context a study by Bohlen, Schlegelmilch and Diamantopoulos (1993), on a large sample of the general public, demonstrated the existence of strong correlation between attitudes and behaviour, and of a less evident correlation between knowledge and behaviour. Research by the BSA on the other hand, revealed that attitudes towards global environmental threats influence more strongly consumers' behaviour than concern about pollution or nuclear power, though the correlation with changes in behavioural patterns proved disappointingly weak (Witherspoon and Martin, 1992). It is noted that, while outdated, this research data is the most recent study by the BSA measuring environmental concern on a multi-dimensional scale, as subsequent studies with an environmental focus addressed other environmental aspects.

It remains the case, however, that a gap exists between concern and behaviour, as a high degree of environmental consciousness, intended as a tri-dimensional construct consisting of cognitive, attitudinal and behavioural components (Dembkowski and Hanmer-LLoyd, 1994) does not necessarily translate into pro-environmental behaviour (Brand, 1997).

Environmental Behaviour

The relationship between individuals' attitudes, beliefs and their intention to act is an area that has triggered never-ending research in the areas of social science, psychology and marketing, to name but a few disciplines. With regards to environmental behaviour, studies aiming to prove the existence of a correlation followed various approaches and focused on a host of activities representative of

environmental behaviour.

Recent contributions included the examination of recycling (Vining and Ebreo, 1990), purchasing behaviour, (Schlegelmilch *et al.*, 1996; Ebreo, Hershey and Vining, 1999; Kalafatis, Pollard, East and Tsogas, 1999), green travel behaviour (Bamberg, Bien and Schmidt, 1995; Taylor, 1997), waste reduction (Taylor and Todd, 1995; Ebreo and Vining, 2001) and energy conservation (Poortinga, Steg and Vlek, 2002). Two major strands of research investigating the attitude-behaviour relationship may be identified: one following the expectancy-value approach based on Ajzen's theory of Planned Behaviour (1985; 1991); the other following Schwartz's (1977) norm-activation theory.

Developed on the basis of Ajzen and Fishbein's (1980) theory of Reasoned Action, the Theory of Planned Behaviour (TPB) posits the influence of attitudes on behaviour through the mediation of intention (Ajzen, 1991). A review by East (1997) found that the theory produced reliable estimates in a number of studies, and the findings of Kalafatis *et al.* seemingly support the robustness of the TPB in predicting consumers' intention to buy environmentally friendly products. However, applications of the model by Taylor and Todd (1995) to predict waste behaviour and by Bamberg *et al.* (1995) to infer transport preferences, resulted in only a partial success.

The need for additional variables to increase the predictive ability of the theory in an environmental context was argued by Hines who, following a meta-analysis of environmental behaviour research, developed the Hines' Model of Responsible Environmental Behavior (Hines, Hungerford and Tomera, 1987). The authors concluded that before showing any desire to act, an individual must first be cognisant of the problem, be aware of the action strategies that can be taken to solve it, and have the required skills to enable him or her to act. Thus, an individual's intention to act may be influenced by knowledge of issue and action strategies, action skills and personality factors, such as attitudes, personal responsibility and locus of control. Situational factors (financial constraints, social pressures) can also counteract or encourage intention.

Locus of control, intended as "an individual's perception [that] s/he has the ability to bring about change through his/her behaviour" (Hines *et al.* p.4) has been identified as a determinant of behaviour also outwith an environmental context. In particular, research on entrepreneurial behaviour has classed it as a trait characteristic of entrepreneurs, being individuals with an internal locus of control who believe they are in control of their own destiny (Rotter, 1966; Brockhaus, 1982 cited in Chell, 1991). Similarly, in an environmental context individuals with an internal locus of control are more likely to engage in environmental behaviour as they think their activities will have an impact, than individuals with an external locus of control who attribute change to chance or to powerful others.

Applications of Hines *et al.*'s model may be found in Gustin and Weaver (1996) and Grob (1995). Using an adapted version, Gustin and Weaver measured travellers' intention to purchase a night stay in an environmentally friendly hotel, on the basis of their environmental attitude, knowledge and perceived self-efficacy (or locus of control). The findings revealed a strong correlation between environmental consciousness and intention to act, suggesting that hotels may benefit from increased business by implementing ecological measures. The research by Gustin and Weaver is of particular relevance to this study, in so far as it appears to be the only environmental behaviour piece of research to date that specifically focuses on a hospitality context, albeit outwith a UK setting.

Replication of the study in Edinburgh using an adapted version of the model on a smaller sample of travellers (100 versus 489) as part of the author's undergraduate research project produced similar results (Tzschentke, 1998). In particular it revealed that while overall attitudes to environmental measures were strongly positive, the measures most favoured by travellers were those least likely to affect their guest experience, such as for example, the use of environment friendly products, recycled paper and energy efficient systems. Conversely, low-flow showerheads and the implementation of a towel and/or sheet policy generated less positive reactions. These findings can be interpreted as a further confirmation of the existence of a gap between attitude and behaviour, where the latter is perceived to have negative implications for the individual.

An arguably simpler, more flexible version of Hines' *et al.* model can be found in Grob's conceptual model of environmental behaviour which links green behaviour to environmental awareness, emotions, personal values and perceived control. Testing of the model identified readiness to adopt new attitudes and a post-materialistic value orientation as the most important predictors of pro-environmental action.

Similarly, a study by Nordlund and Garvill (2002) in a Swedish context using Schwartz's norm-activation theory revealed that individuals engaging in pro-environmental behaviour predominantly exhibited an eco-centric value orientation; they were more aware of environmental threats, and thus perceived a stronger moral obligation to protect the environment, in contrast to individuals with an anthropocentric value-orientation.

Originally developed as an explanatory theory of altruistic behaviour, Schwartz' theory was adapted by Stern and Dietz (1994) for the prediction of environmental behaviour. It posits that pro-environmental behaviour depends on the activation of an altruistic moral norm (moral obligation), which occurs when the individual perceives environmental conditions to threaten something s/he values. In other words, individuals feel morally obliged to act if they expect serious negative outcomes for other people, and if they feel responsible for improving these outcomes. Earlier application of the theory can be found in Hopper and Nielson's (1991) study on recycling, based on the assumption that altruistic values influence responsible behaviour; and in Thompson and Barton's (1994) scale of anthropocentric versus eco-centric values as determinants of environmentally responsible behaviour, which further supports Nordlund and Garvill's findings.

Another body of research investigating environmental behaviour has focused on individuals' motives for engaging in responsible action, most notably De Young (1986a, 1986b) and Vining and Ebreo (1988, 1990). The correlation between intrinsic motivation and environmental behaviour was established by De Young (1986a) in his study on conservation activities, which showed that people derive intrinsic benefits from both recycling and reusing of materials. In particular people were reported to derive satisfaction from the frugal use of ordinary household

resources and from the sense of being needed and of being able to influence the course of events. Monetary rewards on the contrary were not found to be an important motive.

The study by Vining and Ebreo (1990) on recycling behaviour showed a slightly different picture. It revealed that while a genuine concern for the environment was a common motivator for both recyclers and non-recyclers, convenience and financial rewards added greatly to the likelihood by the latter to engage in recycling activities. On the other hand, environmental knowledge and awareness of recycling programmes proved more consistent with recyclers than non-recyclers, suggesting that information alone is not a powerful enough vehicle to act as a sole motivator of recycling behaviour, but works best in conjunction with other incentives.

Similarly, a later study by the authors found that, besides the desire to minimise one's detrimental impact, the most important reason for reducing waste was to save money. Interestingly, the most important reason given for not reducing waste was lack of information about how to do so, followed by the notion that one's household does not produce much waste (Ebreo and Vining, 2001). This finding suggests that individuals are either not aware of their impact or consciously refuse to acknowledge it. Not caring about the environment and inconvenience also featured prominently as constraints.

Finally, an unconventional approach to environmental behavioural research can be found in Tanner (1999) who focused her research on the reasons for non-action in relation to driving frequency. As argued by the author, traditional approaches tended to ignore the fact that an individual's action is constrained by a host of behavioural barriers, and is therefore not solely dependent on his/her disposition. The investigation confirmed the significance of subjective constraints in the prediction of pro-environmental behaviour. Specifically, it showed that low levels of personal responsibility or commitment to environmental protection, and the perception that one will be inhibited by certain obstacles, acted as the strongest barrier to action.

Therefore, a wide range of theories and models have been advanced over the years to further understanding of environmental behaviour. A particular concern of

researchers, however, remains. That is the need to increase the predictive ability of such models. Most attitude-behaviour theories are designed in an attempt to predict intention and behaviour, but at a practical level results are often very different (East, 1997). Further, as Statt (1997:202) argues "there is not necessarily a neat progression from forming an attitude, to developing an intention, to acting on that intention". Also, although reported levels of environmental behaviour rose over the last decade, data do not necessarily reflect 'true' activism. Whilst many people consider themselves green, the most popular actions reported in survey data are often those that: do not require far-reaching changes of behaviour; are convenient and easy to carry out; or cannot solely be attributed to environmental consciousness in that they are socially, culturally and economically mediated. Finally, like the majority of polls, most of the studies considered here relied on 'reported' behaviour, and behaviour, in the same measure as attitudes, is open to social desirability and acquiescence biases.

Green Typologies

As stated earlier, a common tendency in the popular and survey literature has been to classify respondents according to their degree of greenness. Bearing in mind that these classifications do not eschew the limitations noted above, it is useful to consider a few of these typologies to identify the attributes that distinguish environmentally conscious individuals.

A classification by MORI defined *green activists* as those people who indulge in five or more of the following activities: read/watch television on the subject of wildlife and conservation; walk in countryside; give or raise money to environmental organisations; buy environmentally friendly products; joined an environmental pressure group or actively campaign on environmental issues; write to their MP or local councillor on environmental issues. Activists were found to be more knowledgeable about environmental issues, and crucially, were prepared to alter their behaviour to make a personal contribution to environmental protection (Corrado and Ross, 1990). According to this classification green activists seemingly represented just under 30% of the UK population in 1993 (Martin, 1997), while data from a 2002 poll point to a reduced share of 13%, most of whom were aged 35 to 64 and in higher socio-economic classes (MORI, 2002).

Similarly, Taylor's (1997:129) classification distinguished between *non-greens*, who engage in no or relatively few pro-environmental activities; *indirect greens*, who sign petitions, financially support environmental groups and limit their use of lighting and heating; and *direct greens*, who besides engaging in the above activities, actively recycle, practice selective purchasing and, to the extent that anyone goes on demonstration, they are the most likely to. In terms of socio-demographics, the study showed that age was the distinguishing factor between direct and indirect greens, with younger people more likely to engage in direct actions; while degree-level education and social class were the most powerful predictors of environmental behaviour. These findings compare favourably with data from a MORI (2002) poll that found that higher socio-economic groups were more likely to engage in green activities than their counterparts in the lower bands.

Classifications of greenness have also been a popular tendency in the fields of marketing and consumer behaviour, as documented by Peattie (1992) who presents a detailed profile of green consumers based on various typologies developed by marketing companies. Similarly in a tourism context, despite little documented evidence of its market presence, the green tourism market features substantially in the sustainable tourism literature (Swarbrooke, 1999:26). Swarbrooke profiles tourists into four shades of green (*not at all green, light green, dark green and totally green*). The distinguishing factors among the groups are the degree of active engagement and interest in green issues and the extent to which values and beliefs are actualised. Not surprisingly, the darker the shade, the smaller the proportion of the population, with totally green being individuals who make major sacrifices because of their ideological conviction, have a deep interest in all green issues, or in one issue in particular, and forgo holidays so as not to harm the environment in any way as a tourist.

2.4 Business and the Environment

Environmental Management

Environmental Management (EM) is a multi-faceted concept for which there is no accepted definition, as both environment and management mean different things to different people. On the one hand, the environment may be defined as "any aspect

that lie outside the system under consideration and which are separated from the system by a boundary" (Kirk, 1996:1). This perspective identifies the systems approach concept of interrelated systems forming a hierarchy. In less abstract terms Middleton and Hawkins (1993:64) view the environment as encompassing:

> The quality of natural resources such as landscape, air, sea and fresh water, minerals, flora and fauna and the quality of built and cultural resources judged to have heritage value and to be worthy of conservation.

Similarly, management in relation to the environment has been referred to as the allocation and conservation of resources, or as a structured process that begins with goal setting and extends through to research, planning, development and regulation (Wilson and Bryant, 1997:6). Combining these definitions, EM has been conceptualised as:

> A creation of man [that] centres on the activities of man and the relationships to the physical environment and the affected biological systems. ...Through a systematic analysis, understanding and control, it allows man to continue to evolve his technology without profoundly altering natural ecosystems (Garlauskas, 1975:190)

More recently Wilson and Bryant (1997) seized the challenge of redefining EM and argued the need to include non-state actors in the equation, contrary to previous approaches that tended to identify the state as the central 'manager' of the environment. Their interpretation of EM as "a multi-layered process involving the interaction of state and non-state environmental managers" therefore acknowledges the different motivations, interests and perspectives of those involved in the process. Further, EM becomes the manipulation of the environment in the attempt to minimise social and environmental uncertainty (*ibid*: 7).

Whilst useful at a conceptual and policy-making level, such conceptualisations are of debatable value to managers or business owners wishing to implement EM. Thus, pressure to engage industry in the greening of practice has centred on the implementation of EM within given structures such as environmental auditing and reporting, impact assessment, EM systems, and accreditation to EM standards such as ISO 14001 or the EU Eco-Management and Audit Scheme (EMAS).

Developed in 1996 by the International Organisation for Standardisation, ISO14001 replaced the first EM standard to be produced, the British Standard 7750. It

contains a set of requirements designed to assist businesses in the improvement of their environmental performance through the allocation of resources, assignment of responsibilities and ongoing evaluation of practice and procedures. Likewise, EMAS is a voluntary scheme open to EU companies, which requires the publication of an environmental statement and third-party verification, unlike ISO14001. As noted by Starkey (2000), both standards are in theory applicable to all types and size of businesses, yet their applicability to, particularly small firms, has been questioned (Gerstenfeld and Roberts, 2000; Whalley, 2000). It has also proved highly irrelevant to the tourism industry and "is unlikely ever to be adopted unless the tour operators and consumers decide to push it" (Hawkins, cited in Elkington, 1996:10).

Green Globe 21 Standard, on the other hand, though based on the ISO format, is a certification standard specifically designed for the travel and tourism industry. Launched in 1997 by the World Travel and Tourism Council (WTTC) it is independently operated and overseen by an advisory council comprising of industry representatives, non-government organisations and environmental consultancies (Griffin and DeLacey, 2002). Whilst open to all types and sizes of travel and tourism businesses, certification fees are high, ranging from £350 to £1,000 (Green Globe 21, 2003). Possibly as a result, the percentage of certified businesses is low (23%[1]) and mainly counts large or chain-owned operations. Similarly, estimates of registered businesses to either ISO 14001 or EMAS point to 0.007% of all UK businesses (0.03% in the case of SMEs) (Hillary, 2000).

The formulation of an environmental policy is widely regarded as the starting point in the journey towards environment improvement, as it "forms the backbone and skeletal framework from which all other environment components are hung" (Brophy, 1996:92). Accordingly, it should: adopt principles of sustainable development, adopt the highest environmental standards and strategies for compliance with laws and codes, accept responsibility for total process and involve suppliers, customers and local community (*ibid*: 95).

[1] This figure was obtained by dividing the number of participating businesses listed on the Green Globe 21 website (322) by the number of certified businesses (76). For reference see under Green Globe 21 (2003)

The case for strong philosophical statements expressing the core values and vision of the company is made by Herremans and Welsh (1999:54). They argue that an organisation's environmental actions must not only be congruent with its ideology but also with society's demands and expectations, a notion stressed also by Hoffmann (1993). Others are more pragmatic and note that, in order to ensure its successful implementation, the policy must be "realistic, achievable, and tailored to the environmental aspects of the products, services, and activities of the organisation" (Epstein and Roy, 1998:292). In other words, it requires a degree of 'best fit' with the company's needs.

In this respect, industry evidence is not all that encouraging. According to an Institute of Management large-scale survey, whilst half the sample claimed to have a written policy, the figure dropped to 19% in firms with less than 49 employees (Charlesworth, 1998). Likewise, a Groundwork survey on small and medium enterprises (SMEs) indicated that the presence of an environmental policy considerably decreased with size (Smith, Kemp and Duff, 2000). A similar picture emerges from the hospitality industry. Separate research in the Irish, Edinburgh and London hotel sector found that on average only a fifth of establishments had a written environmental policy (Kirk, 1995a; Knowles, Macmillan, Palmer, Grabowski and Hashimoto, 1999; Donovan, and McElligott, 2000), in spite of the majority of hotels participating in the latter study being chain-operated and thus more likely to have formalised practices.

The study, however, also suggests that the absence of a written statement cannot be taken as an indicator of action, as the majority of establishments claimed to undertake measures. The fact that businesses' adoption of an environmental policy decreased with size is a familiar pattern, which finds a likely explanation in the lack of formalised structure and planning that is characteristic of small businesses (Storey, 1994). These findings also show how, particularly in the smaller firm, business reality leaves little room for bureaucratic practices such as the formulation of written policies, monitoring or environmental auditing. The case for a tailored EM approach for SMEs is made by O'Laoire and Welford (1996) who identify a clear role for government and local authorities for the provision of support and the need to demonstrate that benefits can be achieved though the adoption of best practice.

Foremost, the literature is unanimous in identifying two critical success factors: the commitment of top management and the presence of an 'environmental champion' (McDonagh and Prothero, 1997), whose role Walley (2000) examines in an industry case study. Arguably, in owner-managed firms the onus lies almost entirely on the owner-manager, who may be the driving force behind the process but also the main inhibiting factor in cases where the environment is not seen as a priority. In essence, it can be argued that the successful implementation of EM relies on a genuine commitment to improve current practice within clear and achievable targets based on an accurate evaluation of available resources. Policy development, training, and communication all become meaningless if environmental values are not first integrated throughout the firm. Crucially, as Middleton and Hawkins (1993:67) note, in order to work effectively, EM must be seen "more as an attitude and approach to the conduct of business than [as] the working of a particular department or individual charged with specific tasks".

Environmental Management in the Hospitality Industry

With respect to the hospitality and tourism industry, Middleton and Hawkins (1993:65) further observe:

> As the world's largest industry...the hospitality and tourism industry has the potential to make a massive positive contribution to the environment, arguably greater than any other economic activity of the same size and near-universal applicability.

Thus, whilst some may regard the above quote as an overstatement, it could be argued that the industry's detrimental impact on the environment, though not on a par with that of heavy industry, may potentially be as massive as its contribution. Support for this view comes from Stabler (1997:5) who argues that with respect to pollution and usage of resources tourism "can, and should be viewed in the same light as manufacturing industries". Clearly, in the absence of documented evidence this remains a speculation, one which, however, should not be disregarded, but instead prompt further research and positive action. With regards to the accommodation sector, areas for improvement include waste, energy and water management, purchasing, pollution and transport.

Currently, over 90% of UK waste is landfilled (compared to 20% in Denmark for example), and only 6% of it is recycled (SEPA, 1999). If one considers that each

household produces around a tonne of rubbish a year, one quickly realises the impact commercial operations have in terms of waste production. The introduction of the Landfill Tax in 1996 was a move towards environmentally focused taxation, though not directly payable by individual operators but by waste collectors. The implementation of a waste management policy relies on the principles of reduce, re-use and recycle to both minimise waste and dispose of it responsibly. Options available to businesses include: the reduction of packaging through bulk purchasing, compacting waste through the use of industrial balers and compactors which can lead to 85% waste reduction (Sutton, 1998), composting of organic waste, recycling of materials as well as more complex measures of waste water recovery (Almanza, and Ghiselli, 1997; Webster, 2000).

The enactment of the Climate Change Levy in 2001 resulted in an estimated 10% increase in the energy bills of commercial operations. Yet, energy represents one of the largest controllable costs in an operation, as simple low-cost measures such as the use of energy efficient lighting can save up to 75% of energy (Webster, 2000). As stated in the International Hotels Environmental Initiative (IHEI) manual, an energy-conservation programme can be developed in order of expenditure and urgency, starting from measures which will lead to the greatest savings at the least cost (IHEI, 1996). Measures range from the use of energy rated appliances and energy efficient fittings, to heating management through zoned thermostats, occupancy sensors and effective insulation, to more capital intensive improvements such as the installation of a heat recovery unit which can recover up to 70% of heat normally lost (GTBS, 1999).

As for water, the most precious of natural resources, estimates point to an average use of 400 to 2000 litres of water per hotel guest per day (WTTERC[2], 1996). Water efficiency can be improved through regular maintenance checks, the fitting of aerators to showerheads, and of Hippo bags to the cistern, which reduce the water flush by 50% as well as through the installation of water recycling systems that can cut water consumption by half (Simpson, 1998).

---

[2] For reference see under World Travel and Tourism Environmental Research Centre (1996)

Accommodation establishments, though not major polluters, are responsible through their activities for the emission of noxious substances, which, if not carefully managed have a detrimental impact on the environment. Simple measures such as diluting chemicals, using environmental friendly products or starting a tree-planting scheme can prove very beneficial and relatively cheap. Similarly, purchasing decisions can make a significant contribution to environmental protection. Possible solutions are bulk purchasing and buying locally. However, as Paul (1996) notes, such contribution has only recently begun to be appreciated by organisations, especially by small companies who do not have the purchasing power that larger hotels have.

Whilst a range of additional solutions are available to businesses, this brief overview provides a notion of the scope for environmental improvement in accommodation establishments. Unfortunately, from a research perspective, the implementation of EM in a hospitality context has attracted limited attention, as interest has focused on the broader issue of sustainability and its application to tourism. This has resulted in a growing academic debate grounded on contrasting interpretations of the term and the need to differentiate 'sustainable tourism' from 'sustainable development'. As explained by Holden (2000), whilst promoters of the former place emphasis on the sustainability of tourism in a destination, advocates of the latter regard tourism as a vehicle for achieving sustainable development through the consideration of broader social and environmental goals. Hence the concern that widely endorsed interpretations of sustainable tourism overly focus on the need to preserve the resources upon which tourism relies, rather than on the sustainable use of such resources (Dewhurst and Thomas, 2003). The ambiguity surrounding the term further adds to the debate on the incompatibility of the two concepts, and has led some authors to argue that:

> If [sustainable tourism] remains a 'buzzword' which can be so widely interpreted that people of very different outlooks on a given issue can use it to support their cause, then it will suffer the same distortions to which older-established words such as 'freedom' and 'democracy' are subjected (Mowforth and Munt, 1998 cited in Holden, 2000:174)

Thus, whilst there have been some notable contributors on the subject (see for example Stabler, 1997; Middleton and Hawkins, 1998; Swarbrooke, 1999; McCool

and Moisey, 2001; Harris, Griffin and William, 2002) and the 'sustainability' of tourism has been, and continues to be, a contentious issue among tourism researchers (Wheeller, 1993, 1995; Wall, 1997; Butler, 1999), written material with specific focus on the hospitality sector and its response to environmental pressure largely consists of trade or corporate case study literature. The limited number of textbooks on the subject reflects this gap.

Efforts to close this gap may be found in Brown's (1995) examination of environmental auditing in a hotel context, which revealed the need for a greater acceptance of the environmental agenda at top management level. Viewing it from a different perspective, Silano, Meredith and Jones (1997) argue that the successful implementation of EM lies in the positive utilisation of all stakeholders, not least of employees who can directly affect the success, or otherwise, of an EM programme. Stabler and Goodall's (1997) investigation of environmental performance in the Guernsey hospitality sector, on the other hand, first exposed the low levels of action in the industry. They concluded that whilst a degree of compulsion may be necessary, inaction may be counteracted by demonstrating to businesses that tangible benefits can ensue from the adoption of environmental practices.

This notion is in line with the findings of an earlier study on Edinburgh hotel managers by Kirk (1995a), which found that action occurred primarily on areas where direct financial gains could be achieved. Similarly, a study on the London hotel sector found that whilst action was being taken, it pointed to a shallow integration of environmental concern into business values (Knowles *et al.*, 1999), as also found by Donovan and McElligott (2000) in the Irish hotel sector.

Studies investigating the small or micro-business sector, on the other hand, have painted a somehow more encouraging picture, suggesting that economic gain is not the only driver behind environmental performance, (Danvers and Long, 1996; Ateljevic and Doorne, 2000; Carlsen, Getz and Ali-Knight, 2001; Vernon, Essex, Pinder and Curry, 2003), though levels of action were often found to be equally low. In fact, in a large number of cases, the adoption of environmental practices by the smaller operations was found to revolve around the more simple low-cost measures, many of which "appear to be established priorities that do not necessarily involve

owners in active and innovative environmental work" (Hobson and Essex, 2001:141). Thus, despite the scarcity of studies investigating the adoption of environmental practices in the hospitality industry, an almost consistent picture emerges, with measures being implemented ad hoc rather than as part of a coherent EM strategy (Horobin and Long, 1996; Knowles *et al.*, 1999; Vernon *et al.*, 2003), with the exception of large chain-owned operations adhering to initiatives such as the IHEI.

Industry Response

A true reflection of its fragmented nature, the hospitality and tourism industry's response to environmental pressure has been on the whole rather slow, piecemeal and largely from within the corporate hotel sector. Further, owing to the lack of compulsion for businesses to adopt environmental protection measures, action has been the product of voluntary efforts in response to a number of initiatives that have evolved over the last decade, mainly in the form of self-regulating schemes.

The first to emerge in 1993 was the International Hotels Environment Initiative (IHEI), an educational charity established to encourage continuous improvement in the environmental performance of the hotel industry (IHEI, 1996). Pioneered by John Van Praag, chief executive of Inter-Continental Hotels, the IHEI saw the participation of eleven of the world's leading hotel chains and the intermediary action of the Prince of Wales' Business Leaders Forum, an organisation set up in 1990 to promote development among multinational companies. At a practical level, it offers guidelines and advice for the implementation of EM through a range of manuals and publications, and most recently, the issue of a quarterly hotel-environment magazine, The Green Hotelier.

Green Globe, mentioned earlier, is another awareness and educational programme, later transformed into an environmental certification standard and "represents possibly the most global, cross-sectoral approach to self-regulation thus far attempted" as it is open to all travel and tourism sectors, including communities

(Griffin and DeLacey[3], 2002). As both the IHEI and Green Globe count mainly large corporations among their members, recent efforts have focused on targeting small operations, which are predominant in the industry.

At public sector level, co-operation between the tourism and other industry sectors saw the launch of a number of awareness-raising initiatives and best practice programmes in response to a growing emphasis being placed on individual businesses to take responsibility for the impact of their operations. One such example is Hospitable Climates, an agreement between the Hotel and Catering International Management Association (HCIMA) and the British government's Energy Efficiency Best Practice Programme (EEBPP). Developed in 2000 to assist hospitality businesses improve their energy efficiency, it provides free targeted advice and benchmarking opportunities to a current number of 853 members (HCIMA, 2003). Funding initiatives for environmentally responsible businesses are also being developed. Loan Action Scotland for example offers interest free loans up to £50,000 for businesses that want to cut energy costs (Green Business, 2003).

Similarly, the establishment of the Tourism and Environmental Forum (TEF)[4], a multi-agency partnership between the public, private and voluntary sector in both England and Scotland resulted in a series of projects developed to encourage the adoption of sustainable practices. In England, this led to the Green Tourism Initiative and launch of the Green Audit Kit, a manual to help operators green their practices. A similar guide (Going Green) was produced by the Scottish counterparts. In Scotland, developments led to the launch of the Green Tourism Business Scheme (GTBS) in 1998, an environmental accreditation scheme for tourism businesses.

The GTBS is an accredited Scottish Tourist Board[5] Quality Assurance scheme operated in Scotland by a not-for-profit company on behalf of VisitScotland. Originally funded by Scottish Enterprise and Highlands and Islands Enterprise, the

---

[3] Both authors acknowledge a degree of personal involvement through their work with CRC Tourism, the organisation responsible for Green Globe in Australia.

[4] Formerly the Tourism and Environment Task Force (TETF)

[5] Quality Assurance continues to operate under the name Scottish Tourist Board.

scheme is now self-financing and largely supported by membership fees (Green Business UK, 2003). Based on a points accreditation system, it offers a range of over 100 environmental improvement opportunities covering waste, energy, water, transport, purchasing, training & monitoring, communication and wildlife & landscape. The level of accreditation sought (Bronze, Silver or Gold) determines the number of measures that need to be implemented. Participation is voluntary with a fee being payable depending on the size of the operation. Membership entitles businesses to access and listing on the scheme's website, regular newsletter, and repeat independent audit every two years. An estimated 423[6] businesses are now members, of these 302 are accommodation establishments and the remaining visitor attractions.

A similar scheme now operates in the South East of England. Whilst various other initiatives operate in regions of the east of England, at present there is no England-wide scheme, but the English Tourism Council (ETC) is currently working to develop one to be in operation by 2004 (East of England Tourist Board, 2003). Unlike the IHEI or Green Globe, the GTBS has proved attractive to small and independent businesses owing to its flexible structure and lower entry fees and possibly because as a quality assurance scheme it carries credibility in the eyes of customers. Whilst contributing to the wider adoption of environmental best practice in the industry, the long-term success of such schemes lies largely in the commercial benefits members can derive. This, it is argued, can only be obtained through widespread consumer recognition. It follows that there is a need for

> award organisers to unify their efforts and rationalise their product to ensure a broad industry and geographical cover, providing an overall umbrella award that consumers recognise, together with the support systems to transmit the message (Font and Tribe, 2001:19).

Possibly as a result of the lack of an industry-wide coordinated initiative, current efforts have seemingly been the fruit of a "scattergun approach" (Wallis and Woodward, 1997:102). Proactive establishments have in fact been found to have limited awareness of environmental initiatives and improvement strategies and to

---

[6] These figures are based on the GTBS list of accredited businesses as last accessed online on March 13th 2004, available at http://www.green-business.co.uk

operate in comparative isolation, resulting in their environmental contribution being of questionable effect (Horobin and Long, 1996; Knowles *et al.*, 1999; Hobson and Essex, 2001; Vernon *et al.*, 2003).

Drivers of Environmental Performance

The reasons why businesses choose to adopt EM practices are complex and interrelated. Whilst an appreciation of such forces is regarded as crucial for the successful formulation of approaches aimed at encouraging their wider adoption, research interest in the area has been limited, mainly theoretical, and marked by a large firms' bias. Further, rarely has the focus been on environmentally proactive firms. In the context of small firms this may be explained by the difficulty of identifying such operations, as adoption of certified standards or participation in accreditation schemes is traditionally low. Moreover, studies that have touched on the issue have tended to use deductive methods. This situation has contributed little to the understanding of why small, particularly hospitality, firms go green. Thus, in the absence of studies that specifically investigated the 'why' aspect, the review considers the literature that indirectly covered the issue. This inevitably results in a degree of overlap with the literature considered earlier when focusing on a hospitality context.

The analysis of corporate response to environmental pressure offers one way of shedding light on the drivers of environmental performance, as a recent tendency in the business literature has been the examination of the stance adopted by firms, and their categorisation accordingly. Whilst a variety of taxonomies have emerged, most essentially revolve around the distinction between pro-active, re-active and inertial strategies. A pro-active strategy is one that challenges organisational conventions and fosters change, contrary to a reactive strategy "which follows the pace of change dictated by social, scientific and the legislative agenda on the environment" (Roome, 1992:17). The third strategy essentially implies total inertia. Whether external circumstances eventually force the company to act is questionable, as a company's environmental response also depends on its ability to avoid the need for change.

Compliance with legal requirements and response to social pressures are the criteria

used by Roome (1992), while Bergström and Gummesson (1996) and to some extent Greeno (1993) base the distinction on primary reasons for action. Of some relevance to this study owing to the identification of values as a driving force is Bergström and Gummesson's typology of law-, public relations- and value-driven organisations, which echoes Simpson's (1991) distinction into 'Why Mes', 'Smart Movers' and 'Enthusiasts'. Law-driven firms only tackle environmental issues when legally forced as a result of their head in the sand attitude and cynical view of consumers who 'do not really care'. Whether this rather extremist position may be extended to include those firms that undertake environmental action solely as a result of legislation is questionable. If the latest available figures of a British Chamber of Commerce (BCC) survey are to be believed, just over 56% of small firms (65% in the hotel and catering sector) would fall into this category (BCC, 1994).

Public relations-driven firms, on the other hand, capitalise on consumer fads and adopt the practice of green wash by implementing change as an image enhancement. While potentially contributing to environmental preservation, by doing so, such companies overlook "some of the more fundamental issues, such as intrinsic changes in production processes and resourcing" (McCloskey and Maddock, 1994:28). Lastly, value-driven firms which represent a minority and are predominantly small, are characterised by a genuine desire to act socially responsibly. Environmental commitment, viewed both as a moral issue and an opportunity for gaining competitive advantage, is firmly incorporated in their business ethos. It can be speculated that being small many of these may be owner-managed, and thus be characterised by a greater degree of fit between the business' and the personal values of the owner-manager.

A corporate environmental typology of SMEs is offered by Welford (1994). He distinguishes between: 'Ostriches', firms that by virtue of their small size believe their impact is negligible and environmental concern a passing fad; 'Laggards', who are constrained by a lack of resources but are aware of the environmental challenge; 'Thinkers' who recognise the need to act but expect to be led by others; and 'Doers' who act on their beliefs. On the basis of research evidence (Rutherfoord and Spence, 1998; Gerrans and Hutchinson, 2000) it appears that a large number of small firms fall into the ostrich category.

Whilst providing a basic understanding of companies' response to environmental issues, the validity of existing taxonomies has been questioned on the grounds of their conceptual and essentially prescriptive nature (Eden, 1996; Hass, 1996). As concluded by Hass in her critical review of environmental typologies, the weaknesses of such models become apparent when operationalisation is attempted, as most have not been empirically derived nor tested (Hass, 1996:66). These are not necessarily reflective of the reasons why firms undertake environmental improvement, but rather tend to prescribe what a company 'should' be doing.

An exception is Will's (1997) empirically grounded typology, which distinguishes among proactive companies, undecided, and unmotivated minimalists. While only a minority of firms were found to have integrated EM into their business strategy, the undecided group acknowledged the need for environmental progress but were sceptical as to the value of their contribution. Poor motivation in the latter group reflected their belief that environmental problems are exaggerated by the media and that EM is not cost-effective but impacts negatively on competitiveness.

Of greater usefulness in terms of providing an empirical understanding, are studies that investigated corporate environmental behaviour by examining stakeholders' influence on managerial decisions. Based on the premise that "little is known about how managers experience, select and interpret stakeholders pressure", particularly with respect to environmental issues, Clarke and Fineman's (1995:43) investigation on chemical firms concluded that legislators exert by far the strongest pressure. Though sectorally biased in that firms in this sector are subject to greater legislative pressure than in other industries, the findings support evidence from other studies that identified compliance as a major force driving environmental change (Charlesworth, 1998), particularly in a small firms' context (BCC, 1994; Hillary, 1995; Baylis, Connell and Flynn, 1998).

Extensive research by Petts, Herd, Gerrard and Horne (1999) investigating attitudes to environmental compliance in SMEs, however, painted a different picture. Whilst environmental compliance was seen as 'the right thing to do', it alone was not driving environmental performance. Rather, competitiveness, cost reduction and personal support for the environment were identified as the key motivators in the case of the

few proactive companies. The use of multiple methods to counteract potential biases in response to questions on the environment and legislation, the investigation of both managerial and non-managerial views as well as reasons for action may explain the discrepancy with evidence of previous studies.

The importance of employees as an emerging stakeholder group with respect to environmental performance has been identified by a number of other studies in addition to the above (Brown, 1996; Silano, Meredith and Jones, 1997). Of relevance to the research context is a survey by Brown (1995) on managers of small and medium-sized hotel groups, which identified cost-reduction as the prime motivator of environmental improvement. This contrasts with the findings of another survey on accommodation managers, which showed that personal interest in the environment was an important motivator, as found by Petts *et al.* (Hobson and Essex, 2001). Similarly, research by Palmer (2000) on proactive small and micro firms identified top managers' personal commitment to the environment as the main driver for change.

The role of personal values in relation to issues such as the environment emerged from a number of other studies that investigated the owner-manager's perspective. Within a tourism context, case study research has pointed to a correspondence between personal values and business activities in farm and nature based enterprises (Ryan, 1997; Sofield and Getz, 1997). This is supported by evidence from a longitudinal study by Ateljevic and Doorne (2000:388) who concluded that a growing number of small-firm owners with strong socio-environmental values consciously reject economic and business growth in order to preserve both their quality of life and their niche market of travellers with similar beliefs. The proposition that family businesses make better stewards of the environment was tested and partially supported by a study on Australian enterprises, which found that a conservation ethic was an important motive for establishing business and that, on the whole, owners were positively inclined to act protectively towards the environment (Carlsen *et al.*, 2001).

These findings resonate with UK based research by Danvers and Long (1996) on owners of micro firms and their attitudes towards sustainability which revealed their

strong support for the need to protect the environment for future generations and the survival of tourism itself. Interestingly, the study showed that a wide range of measures was undertaken by a substantial share of the sample, despite an apparent limited understanding of what constitutes environment friendly action. This finding echoes the results of research in a hospitality context, suggesting a low understanding of the concept of sustainability among tourist operators (Berry and Ladkin, 1997; Stabler and Goodall, 1997; Hobson and Essex, 2001). Finally, whilst not the focus of their investigation, Danvers and Long found that practical common sense combined with social responsibility were the most common reasons for taking action.

The concept of social responsibility in a business context has attracted wide academic interest, which has only recently, however, focused on the environmental dimension, as research has traditionally revolved around issues of accountability and employment. Further, understanding of the concept has been inhibited by a focus on large corporations, which has provided limited explanation for the gap between theory and practice in a context otherwise dominated by small firms (Thompson and Smith, 1991). This argument and the ensuing need for further research in the context of small firms has been supported by an increasing number of authors (Thompson, Smith and Hood, 1993; Quinn, 1997; Vyakarnam, Bailey, Myers and Burnett, 1997; Tilley, 2000). Consequently, the literature on the matter is rather limited.

Doctoral research by Tilley (1999) on the mechanical and service sectors concluded that a 'shallow environmental ethic' grounded in the conventional ethical discourse characterised small firms' attitudes towards ecological problems, resulting in a failure to actively embrace moral responsibility for their solving. This position of moral shallowness is strongly warned against by Hoffman (1991:182), who argues that strategies promoting environmental improvement solely on grounds of self-interest "face the risk of cutting short the very roots of their efforts". In other words, unless promoted on grounds of moral responsibility, environmental improvement will cease to be attractive to businesses the moment it no longer commercially benefits the company or indeed starts costing money. Tilley's research however also revealed that at an individual level owner-managers identified "the need to continue the appeals to their moral conscience", suggesting that ethical motives can indeed be a powerful

force, which individuals must, however, be made aware of (*ibid*: 242).

This notion is supportive of the findings of Spence and Rutherfoord (2001) whose investigation of the social and ethical orientation of owner-managed firms identified the prevalence of subsistence and social concerns over profit-maximisation and self-interest. This suggests that, particularly in a small firms' context, Friedman's (1970:249) view that "the social responsibility of business is to increase its profits" may be ill placed. Data from the latest available BCC survey partly supports this claim, as not only did 20% of firms surveyed identify social responsibility as a prime motivation, but this figure was also indirectly proportionate to size (BCC, 1994).

Finally, much emphasis has been placed on the financial and commercial benefits that can derive from a proactive environmental stance, with EM being portrayed as a strategic tool for gaining competitive advantage. Evidence of it is widely encountered in both the trade and academic literature (Iwanowski and Rushmore, 1994; Porter and Van der Linde, 1995; Shrivastava, 1995; HCIMA, 2003) and promotional material from environmental programmes (e.g. Hospitable Climates, IHEI, Green Globe, GTBS). Yet, empirical evidence documenting cost-reduction as a driver of environmental improvement is surprisingly scarce.

The lack of research specifically addressing the motivational dimension may partly explain this reality, though methodological issues also play a role as biases can easily occur in conjunction with survey methods. Direct cost savings only occur in specific areas such as energy and waste management; the subject of the investigation is therefore likely to influence the results. This becomes evident when considering the data of the BCC survey on general environmental issues, which revealed that only 7% of the total sample was motivated by potential cost savings (BCC, 1994). In contrast, their later survey on energy efficiency found that 85% of firms had cited cost reduction as the prime motivation for undertaking action (BCC, 1996). More effective cost management also emerged as the prime reason for considering EM standards, according to a survey that investigated the corporate preparedness for adoption of EMAS in England and Wales (Millar, 1994). Interestingly, the perceived financial cost of environmental strategies acted as the greatest deterrent to their adoption, a finding that suggests a limited understanding of the benefits of

implementation.

Besides the study by Brown mentioned earlier, cost reduction was reported as the most common motive by only one other study in a hospitality context, which however also identified altruistic motives as important reasons for action (Vernon *et al.*, 2003). On this basis, it can be surmised that whilst action is taking place on ethical and financial considerations, legislative pressure is not a driving force in the case of hospitality and tourism businesses that are relatively unaffected by environmental regulation.

Perceived Barriers to Environmental Management

Whilst the reasons for action are currently under-researched, the barriers to the adoption of EM practices have attracted wide academic interest that, however, has only partly extended to a hospitality and tourism context. A growing body of literature in relation to small firms partly compensates this gap.

Of primary relevance to this study is Vernon's (2000) focus group investigation of barriers to sustainability in tourism micro-firms. Besides direct barriers such as time and effort, the study found that many business owners confined the impact of tourism simply to visitors and thus regarded their impact as negligible. Small businesses' low levels of awareness of their environmental footprint have been noted by other hospitality studies (Danvers and Long, 1996; Berry and Ladkin, 1997; Stabler and Goodall, 1997; Edwards, 2000), and recognised as a major barrier to change by research on generic SMEs (Hillary, 1995; Rutherfoord and Spence, 1998; Smith and Kemp, 1998).

The perception that environmental improvement comes at a cost was another barrier identified by Vernon, and is in line with previous generic environmental research on: accommodation businesses (Donovan and McElligott, 2000; Hobson and Essex, 2001) on small businesses (Rutherfoord and Spence, 1998; Tilley, 1999; Anglada, 2000; Gerrans and Hutchinson, 2000) and the corporate sector (Millar, 1994; The Moffat Associates, 1997). This is especially the case in SMEs, which do not have the resources to devote to what is often perceived as a peripheral activity, or in cases

where environmental preservation is not personally endorsed by the owner-manager (Hillary, 1995; Goodall, 1995). As argued by a small business owner in a BCC (1996:31) survey:

> Corporate environmental commitment [is] just for the 'big boys' to show how good they are! Small companies have to be governed by what we can afford. Please remember we have to run our business and then fit in the other luxuries, such as energy conservation.

Judging by research evidence, this comment exemplifies a view shared by many small businesses whose primary concern is survival or, in Maslow's terms (1970), the fulfilment of lower level needs. Thus, whilst widely promoted as an opportunity to cut costs and increase competitiveness, the industry's perception of environmental improvement is rather different. A failure to recognise the commercial and financial attractions of EM thus emerges as another reason behind its low adoption levels. Indeed, as Rutherfoord and Spence (1998:236) argue "the notion of environmental measures being a potential competitive advantage has not been accepted even by those who have been exposed to demonstrations of win-win scenario". In a hospitality context, contentment with the status quo has also been advanced as explanations for inaction (Stabler and Goodall, 1997), not only with regards to environmental issues (Harris and Watkins, 1998).

Lack of knowledge on environmental issues and strategies, compounded by a perceived lack of information and support has also been widely identified as a barrier to action, particularly in the case of SMEs that do not have the necessary expertise to introduce EM systems, nor the resources to access it (Welford and Gouldson, 1993; Hillary, 2000). At an operational level, barriers extend to a lack of adequate support infrastructure (Danvers and Long, 1996; Vernon *et al.* 2003), while a mistrust of government policy, on the one hand, and an over reliance on state regulation as the preferred mechanism for change, on the other, further impede action (Berry and Ladkin, 1997; Rutherfoord and Spence, 1998; Tilley, 2000).

In addition to these, studies in a hospitality context have identified sector-specific barriers. Lack of customer demand is one such factor, though evidence of a growing customer interest in an environment friendly tourism product points to a potentially promising future. Market research for VisitScotland profiled an increasingly

discerning customer looking for, amongst other things, "an immersion in nature" (Lynn Jones Research 2000:2). Similarly, an ETC survey found that four in five holidaymakers would select environmentally awarded accommodation if given the choice (ETC, 2002). This picture compares favourably with the findings of US research indicating that 70% of travellers were likely or extremely likely to choose a hotel implementing environmental strategies (Gustin and Weaver, 1996), though sample characteristics must be taken into account. There is however often a discrepancy between word and deed, and what operators need is actual proof; thus far, research has not examined this aspect.

Consumer scepticism concerning corporate environmental practice is also widespread, and the practice of doing things superficially for marketing purposes (Eco-washing) partly accounts for it (Auer, 1994). Environmental alternatives are also easily, and often erroneously, viewed as disguised cost cutting or a drop in standards (Pettit, 1992; Brown, 1996). This perception seemingly extends to hotel staff (Silano *et al.*, 1997). Further, recycled paper, soap dispensers, towel re-usage, low-flow showerheads can all be seen to detract from the 'pampering experience', particularly as "many people travel to escape the obligations of daily living, perhaps including the need to recycle or think green" (Watkins, 1994:70). Small businesses owners have been noted to take great pride in satisfying their customers (Getz and Carlsen, 2000) and in their reputation (Vyakarnam *et al.*, 1997). This possibly explains why businesses tended to "dismiss initiatives that may jeopardise customer satisfaction and enjoyment" (Vernon *et al.*, 2003:63).

Also, Lowe (1988:219) notes that particularly high star small hotel establishments are keen to perpetuate the illusion that the visitor is a 'guest' rather than a paying customer. Measures such as soap dispensers add an element of commerciality, thus potentially spoiling the customer's experience. This can be worsened by the premium operators may have to charge the customer to compensate the cost of environmental improvements. Early research evidence from the US suggested that the majority of travellers did not expect room rates to increase (Watkins, 1994). However a recent IHEI survey found a growing willingness among consumers to pay more for hotels taking a proactive stand in environmental protection (Fisher, 2003). Whilst only indicative of intention, these findings paint an encouraging picture for

operators willing to make a commitment.

Benefits of Environmental Management

Very few studies have specifically focused on the benefits of EM or EM standards; instead, the majority have investigated this aspect in conjunction with other issues, e.g. attitudes, barriers, response, legal compliance *and* benefits.

A comprehensive review can be found in Hillary's (2000) presentation of the findings of two separate studies, one investigating the adoption of EMAS in SMEs, the other a review of 33 different studies on SMEs' attitudes and experience of EM standards. While an extensive list of benefits is identified, noteworthy is the fact that SMEs placed improved image, derived from the adoption of EMAS, before cost-savings and that this became more important as the size of the firm decreased. Also highly rated were intangible benefits such as enhanced morale. Improved environmental performance and reduced impact featured frequently, together with assured legal compliance.

Similar results were found by a Business and the Environment Survey on corporate environmental response (The Moffat Associates, 1997). A study by Holt (1998) on a small sample of BS7750 certified companies found that the process of accreditation had contributed significantly towards increased operational efficiency in the area of waste minimisation and energy conservation, increased staff morale and enhanced company image. Respondents also believed that accreditation had strengthened their market position, in terms of competitive advantage and increased market share, but were unable to substantiate this. Further research is needed to quantify the value of going green in order to successfully promote it to businesses (*ibid*: 212). Inductive approaches may also prove more beneficial than the survey methods traditionally used in such studies.

As for financial benefits, there appears to be conflicting evidence. On the one hand, the trade literature abounds with examples of case studies advocating massive cost savings (Bruns, 1993; IHEI, 1996; WTTERC, 1996; HCIMA, 2003). On the other, managerial accounts imply that environmental programmes have no discernible

impact on revenue (Kirk, 1995a; Charlesworth, 1998; Holt, 1998), although improved image and public relations are seen to indirectly lead to increased revenue (Feiertag, 1994; Holt, 1998). The fact that most of the examples cited in the trade literature are large companies with the means to implement a wide range of environmental improvements and carry out regular monitoring may partly account for the discrepancy. A case study of small proactive firms revealed that businesses' limited knowledge of the savings accrued could be traced to a failure to monitor implementation costs and performance levels (Palmer, 2000). Moreover, whilst significant benefits can ensue, these may not be as tangible and as quantifiable as first hoped, nor occur immediately.

As found by Holt (1998), most benefits were perceived as being long-term, thus making the investment perhaps less viable for the smaller enterprises. Research however also suggests that where businesses receive guidance and support, the benefits of implementing EM practices become clearer. A study by Hobson and Essex (2001) investigating use of the Green Audit Kit found that whilst general awareness levels about the initiative were low, they were at the highest among the smaller businesses. Further, 61% of those who had purchased the kit intended to carry out the procedures indefinitely, pointing to the beneficial outcome the experience had resulted in (*ibid*: 143).

2.5 Small Firms

This research did not set out to focus specifically on small firms. However, it did set out to access the owner-manager's perspective and reasons for becoming environmentally involved. As a result, the sample of businesses that took part in the research were all small-sized operations (for a definition see p.72). Further, the research focused on hospitality businesses. In the hospitality and tourism industry, as in most other sectors of the economy, small firms constitute the majority of businesses, and represent therefore an important area of research, not least from an environmental perspective, as it has been estimated that small firms could contribute as much as 70% of all industrial pollution (Hillary, 1995).

Small Firms Defined

Small and medium-sized enterprises represent an estimated 99.8% of all businesses in the UK; account for 55% of employment and make a significant contribution to the gross domestic product (over two-thirds in 1991) (DTI[7], 2002). Yet, widespread controversy exists as to what exactly constitutes a small firm.

Curran, Blackburn and Woods (1991) note that despite twenty years of debate researchers themselves have failed to reach a consensus; instead ad hoc quantitative definitions have been adopted to solve immediate definitional problems. As a result, an accurate assessment of the number of small firms and their contribution to the economy is difficult to obtain. The 1971 Bolton Report provided a starting point by establishing two criteria for assessing small firms: economic and statistical. Accordingly, the economic criterion defined a small firm as one that has a relatively small share of the market, is managed by its owner-manager in a personalised way and is independent of the control of a larger enterprise (Bolton, 1971). As for the second dimension, criteria varied by industry sector. While retailing companies were assessed according to financial turnover, the unit of measurement for hospitality firms was ownership of outlets. As a result, the entire catering industry appeared to consist of small firms, with the exception of brewery-managed public houses and multiples (Boer, Thomas and Webster, 1997).

Such assessment criteria have now been largely rejected as both too complex and simplistic at the same time. As economical and social circumstances changed, the benchmarks that were valid twenty years ago are no longer considered relevant to modern businesses. Over the last decade, a variety of definitions have evolved. One assessment criterion that has found widespread acceptance in academic circles has been that of employment, put forward by the European Commission (EC). Thus firms may be classified into three categories depending on the number of people they employ: micro, small and medium enterprises, respectively employing up to 9, 99 and 499 employees (Stanworth and Gray, 1991). Hence the term 'small and medium sized enterprise' (SME).

[7] Department of Trade and Industry

The widely recognised value of the EC definition is that, unlike Bolton, it uses only one criterion, employment, whilst allowing for subdivision into three size categories (Storey, 1994). Yet despite applicability of the above criterion, there appears to be a reluctance to accept definitions based on single criteria, for fear that other important dimensions may be omitted in the assessment. Further, as Storey (1994:16) points out "debates about definitions turn out to be sterile unless size is shown to be a factor which influences the performance of firms... size appears to be a continuous rather than a discrete variable".

The hospitality and tourism literature reflects the panoply of definitions found in the generic small business literature. Thus, whilst acknowledging the futility of coining one universally applicable definition, Morrison (1998a:134) developed the following definition:

> A small hotel is financed by one individual or small group, directly managed by its owner[s] in a personalised manner and not through the medium of a formalised management structure. It may or may not be affiliated to an external agency on a continual basis for at least one management function. In comparison to the largest unit of operation within the hotel industry it is perceived as small, in terms of physical facilities, production/service capacity and number of employees.

Incorporated in Morrison's definition are both quantitative and qualitative criteria, seen as necessary dimensions to reach an understanding of what constitutes a small firm. No elaboration is however given as to whom the 'perceivers' might be, though it can be assumed these represent the parties involved in the definitional discussion. Other contributors who investigated small hospitality and tourism firms have used definitions based on numbers of employees (Horobin and Long, 1996; Rowson and Lucas, 1998), number of rooms (Hankinson, 1989; Glancey and Pettigrew, 1997; Sundgaard, Rosenberg and Johns, 1998; Buick, Halcro and Lynch, 2000) or independent ownership (Ball, 1996; Ingram, 1996), a fact that has resulted in no greater congruence as to what constitutes a small hospitality or tourism firm. Lastly, VisitScotland's classification of accommodation establishments defines a small hotel as "a licensed establishment with a minimum of 6 and a maximum of 20 letting bedrooms" (Scottish Tourist Board Quality Assurance, 2003a).

Thus, while the debate on definitions continues in academic circles, researchers almost unanimously agree that definitions of small firms would rarely prove

universally applicable. Rather, these need to be adapted to the particular context and research focus, whereby 'statistical' criteria represent a practical tool for the measurement of size, and 'grounded' definitions provide the basis for the investigation of managerial and behavioural issues (Storey, 1994).

Small Hospitality and Tourism Firms: A Profile

It is only too clear that a multitude of definitions results in only approximate measurements of the small firm sector. The absence of any single comprehensive database on all small firms in the UK (Storey, 1994) combined with discrepancies in the data produced by commercial reports further compounds the problem. To these, Morrison (1998a:134) adds sector specific constraints such as seasonal and intermittent patterns of operation, the absence of compulsory registration and the fact that many small hospitality businesses operate below the Value Added Tax registration threshold which results in businesses operating in the informal economy.

Thus, according to Thomas (2000) the most inclusive and reliable data on which to build a profile of small firms comes from the DTI's Statistical Bulletin, which supplements the Inter-departmental Business Register with estimates of non-registered businesses. According to the latest available data there are some 123,000 hotel and restaurant businesses in the UK, a 17% decrease on 1998 figures, possibly owing to the foot-and-mouth epidemic; of these over 87% are in the micro business category, with 13% having no employees and over 73% employing less than 10 employees (DTI, 2002).

It must be noted, however, that these sector specific figures report data relating to 'hotel and restaurant' businesses, making no apparent mention of guesthouses or bed and breakfast operations. Such gaps make it therefore difficult to obtain a detailed picture of the industry's structure, characteristics and trends, further hampering research in the area. A more comprehensive, albeit outdated, profile emerges from Morrison's (1998a) review of small firms statistics that profiles the accommodation sector as being dominated by small guest houses and hotels, most of which operate at the low level end of the market, are situated in tertiary locations, employ an average of four workers and have less than fifty rooms.

As for ownership, one characteristic feature of the Scottish hotel, guesthouse and B&B sector is the strong degree of local ownership (Lockyer and Morrison, 1999). Nationwide, however, the rapid growth of budget accommodation over the last decade compounded by strong seasonal fluctuations, particularly in peripheral destinations, has resulted in increased competition and loss of market share for small independent establishments, that are often in no position to compete against large and corporate-owned groups (Morrison, 1998b). According to industry figures there are an estimated thousand budget hotels in the UK, with figures for Scotland showing a 700% growth in just six years (STB, 2000).

Thus to set the context for the study, the figures published by a VisitScotland (2001) tourism report are drawn upon. Discrepancies with the above figures may reflect geographical as well as methodological differences. According to this source there are some 17,000 accommodation establishments registered with the body, with self-catering units representing the largest single category (56%), followed by bed and breakfast (20%), and a comparatively small number of hotels (9%) and guesthouses (7%), with the remaining businesses being caravan & camping and hostels. Though not exhaustive, these figures provide an indication of the level of fragmentation typically found in the industry, as other report data also confirmed (Thomas, 2000).

Owners' Characteristics and Motivations

The issue of small business owners has generated a vast and wide-ranging body of literature, which in spite of emerging from a variety of disciplines, has largely been influenced by an economic perspective rooted in classical economic theory that has resulted in an overemphasis of the entrepreneurial dimension and, it appears, a neglect of the 'small business owner'. In their comprehensive review on small business owners Dewhurst and Horobin (1998) identify economics, psychology and sociology as the three main disciplines that have informed research on the issue. Thus, while the notion of entrepreneurial activity as a key factor in economic performance dominated the earlier studies that evolved within an economic perspective, more recent contributions pointed to the existence of specific entrepreneurial behaviours not confined to the small firm domain, which are now recognised to be rarely associated with small business owners.

Following on from this tradition, psychological studies focused on the examination of personality traits, identifying most notably the need for independence, the need for achievement, innovativeness, risk-taking propensity and locus of control, as the key drivers of entrepreneurial behaviour (Stanworth and Gray, 1991). Sociological studies, on the other hand, by examining the social dimension of small firms focused on identifying common entrepreneurial 'types', in an attempt to avoid the constraints of an individual-based approach. Thus, an array of entrepreneurial typologies emerged following Smith's (1967) first classification into craft and opportunistic entrepreneurs.

Yet, though contributing to the overall understanding of the entrepreneur, these approaches have been challenged on a variety of fronts. While methodological shortcomings have been identified as an inherent weakness of most sociological typologies (Dewhurst and Horobin, 1998), the economic perspective and the trait approach have been criticised for failing to consider contextual factors. Fundamentally, however, they have been criticised for resting on the assumptions that entrepreneurial behaviour is a reflection of an individual's personality (Chell, Haworth and Brearley, 1991), and that small business owners are entrepreneurs. Hence the call by Hornaday (1990) to abandon the search for the entrepreneur and focus on developing a theoretical framework of small business owners based on an understanding of their intentions and capabilities, and the effect these have on performance.

Within a hospitality and tourism context, academic interest on the characteristics of small business owners has been rather limited, as a reflection of the lack of attention granted to small hospitality and tourism firms as a whole. As argued by Thomas (1995:72) "the strikingly unifying feature of the literature which does exist, is its call for further research". Half a decade later and the call is still valid:

> Small tourism firms remain a significant and buoyant component of the tourism industry. Yet they are under-researched. ...Further research is required that pays particular attention to understanding the business behaviour and dynamics of such enterprises in the tourism industry (Thomas, 2000:351).

Understanding the small business owner is therefore a central aspect of this research. Interestingly, the body of literature focusing on this aspect over the years has drawn

an almost uniform profile of such individuals, who are portrayed as lacking industry-specific, ownership and managerial expertise, relying on personal capital to finance their business, and operating with no or very small numbers of staff (Dewhurst and Horobin, 1998). Hence the blurred distinction between ownership and management in small sized operations, where the highly personalised management and decision-making are a function of the owner-manager being the "central and absolute power in the firm" (Holliday, 1990:9).

Further, of particular relevance to this study, business owners in the hospitality and tourism industry emerged as individuals motivated largely by lifestyle goals. As found by the 2000 National Survey of Small Tourism and Hospitality Firms "the most commonly cited motivations for small business ownership related to independence, rather than to maximising financial interests". To 'make a reasonable living', followed by 'to be my own boss', 'I enjoy this lifestyle' and to 'live in this location' were in fact the four major motivators (Thomas, Lashley, Rowson, Xie, Jameson, Eaglen, Lincoln and Parsons, 2000:18). This pattern is consistent with the findings of the 1997 survey (Thomas, Friel, Jameson and Parsons, 1997). Similarly, Shaw and Williams (1997) observed that semi-retirement, the desire to be self-employed, to seek a better lifestyle, or to move to a preferred location were strong reasons for establishing a business among owners of firms in UK coastal resorts.

With regards to location, its influence on business motivations has been noted by a number of other studies, most notably by Williams, Shaw and Greenwood (1989:1650) who found that locational benefits were important reasons for establishing a business. Research by Carlsen *et al.* (2001) showed that locational as well as lifestyle preferences motivated an overwhelming majority of rural tourism owners in western Australia. Further, the findings revealed the existence of an association between conservation ethic and start-up reasons, in so far as 42% of respondents identified an interest in the environment as a motivator for establishing the business.

These findings are in line with earlier research by Getz (1994), who found that 'newcomers' to the Spey Valley in Scotland held the strongest pro-conservation attitudes. Likewise, Horobin and Long (1996) in their study on North Yorkshire

micro tourism firms found a prevalence of non-economically motivated business owners, an orientation that also found reflection in the businesses' involvement in environmental activities. These findings resonate with those of Ateljevic and Doorne (2000:381) whose longitudinal case study on New Zealand tourism firms revealed a conscious rejection among respondents of economic and business growth as an expression of their socio-environmental ideology.

The dominance of non-economic goals for small hospitality firms has been further documented by research into family businesses, which Sharma, Chrisman and Chua (1996) comprehensively reviewed. Lynch's (1998) study on female micro-entrepreneurs in the host family sector highlighted the importance of social/psychological and educational factors as key motivators of hosting. It is also the case that farm-based businesses, bed and breakfast and host operations are often set up to supplement family income, as a hobby or to pursue a desired lifestyle (Getz and Carlsen, 2000), a situation that would tend to preclude a profit-maximising orientation. On this basis it can be surmised that the association between lifestyle goals and business owners operating in the hospitality and tourism sector has long featured in the literature, serving to highlight the incongruence of conceptualisations based on classic economic theory.

Indeed, the existence of trundlers, lifestyle or non-growth[8] firms is not confined to a hospitality context, as past research across industry sectors demonstrated (Stanworth and Curran, 1986; Storey, 1994). The image that emerges, of small hospitality and tourism firms in particular, is therefore one where survival and the "maintenance and protection of a certain lifestyle [are] prioritised over a commercial focus on profit-maximisation (Morrison, 2000:6). In this respect, Dewhurst and Horobin's (1998) model of owner-managers goal orientations offers a notable alternative to previous classifications, as it acknowledges the idiosyncrasies of the industry in identifying commercially as well as lifestyle oriented individuals.

---

[8] These terms refer to firms which amble along without a clear sense of purpose or a sense of urgency (trundlers); pursue lifestyle goals (lifestyle firms); or are not growth oriented (non-growth firms).

QUEEN MARGARET UNIVERSITY COLLEGE LIBRARY

The potential negative implications of this reality are articulated in the concept "tourism entrepreneurship as a form of consumption rather than production", originally advanced by Williams *et al.* (1989:1650). In their view, by accepting sub-optimal levels of profit, lifestyle entrepreneurs can act as a constraint on the economic and tourism development of a region. This notion is elaborated by Andrew, Baum and Morrison (2001) who nevertheless identify a central role for lifestyle proprietors in the Scottish tourism industry, and conclude by arguing that a full appreciation of the realities of small lifestyle businesses must inform policy making if expansion of tourism in this sector is to be successful.

2.6 Decision-making

> The literature on decision-making is multidisciplinary, voluminous, and complex. It ranges from individual, to group, to organisational decision-making. It is rooted in economic theory, political theory, organisational theory, and social psychology. There is no lack of studying and theorising about decision-making, but there is a need to synthesise the work if it is to be useful (Tarter and Hoy, 1998:225).

Decisions and Decision-making Defined

On this premise, a useful starting point is the definition of concepts. According to McGrew and Wilson (1982:4) a decision is "an act of choice between alternatives". This view is elaborated by Harrison (1996:46) who defines it as the point in an ongoing process of evaluating alternatives for meeting an objective at which the decision-maker selects the course of action most likely to attain that objective. It follows that the act of deciding is a dynamic process which occurs over a period of time and, as many have argued, in a particular order. Within a managerial context, Simons and Thompson (1998:7) view it as "the method by which the manager organises, prioritises, and sorts the information" in order to reach a decision. As such, some have regarded decision-making as a "rational, deliberate and purposeful process" (Tarter and Hoy, 1998:212).

The concept of staged decision-making is elaborated by many, though few seemingly agree on the number or nature of each stage. Further, as originally argued by Mintzberg, Rasinghani and Thearet (1976), stage models are not entirely representative of actual decision-making, as they assume a degree of rationality seldom found in practice. Managerial decision-making is not always logical, nor is it

sequential; rather it involves considerable backtracking and repetition of stages, stages are rarely clearly defined or even recognised. The cognitive ability of the decision-maker, the degree of information available, the complexity of the problem, as well as the type of decision, all play a role in the process.

Types of Decisions

The literature offers various classifications of decisions. One classification by Simon (1960) distinguishes between non-programmed and programmed decisions, where the former require unique solutions to their unique complexity, while the latter are repetitive and routine. An elaboration of Simon's model is found in Ansoff (1969), who views decisions as a function of the organisational structure and thus distinguishes between strategic decisions, taken by top management as they relate to long term objectives; administrative decisions, dealt with by middle management as they pertain to organisational issues; and operating decisions, taken by lower management as they concern the day-to-day running of the business. In an owner-managed firm context, this distinction clearly vanishes, as the owner is the central decision-making unit.

A recent tendency has been to distinguish between operational and strategic decisions. In line with Ansoff's interpretation, operational decisions are concerned with the day-to-day running of the business and "with the process of turning given resource inputs into required outputs" (Cooke and Slack, 1984:30). Strategic decisions, in contrast, are concerned with organisational policy and direction; are characterised by a high degree of risk and uncertainty; have major resource implications over long periods of time; concern the future of the whole organisation; are influenced by the values and expectations of those who have power in the organisation; are usually made by top management; and are accomplished through a rational thought process (Harrison, 1992; Johnson and Scholes, 1993; Dearlove, 1998).

On this basis, going green could be classed as a strategic decision on the grounds that it may: affect the whole firm, both at operational and value level; have some long-term resource implications; change the strategic orientation of the business and

position in the marketplace; be potentially risky and result in an uncertain outcome; and is most likely to reflect the values and beliefs of the owner-manager.

Models of Decision-making

The development of models has been a central area of decision theory. Over the years, three principal decision-making strategies have emerged alongside others: optimising; satisficing and mixed scanning.

Based in classical economic theory, traditional approaches have rested on the assumption that "in a decision situation, man behaves in an entirely rational and logical manner" (Cooke and Slack, 1984:55). Otherwise known as maximising behaviour (Harrison and Pelletier, 1997), the concept of optimising, assumes complete knowledge, clear aims and the cognitive ability to analyse the problem. Its goal is to select the course of action with the highest payoff (Janis and Mann, 1977). The classical or rational model therefore offers a sequential approach to finding the best solution. Widely criticised on the grounds of being utopian, impractical and inflexible, the model has come to be regarded as a purely "normative model, that sets standards the decision-maker *should* strive to attain when making vital decisions" (*ibid*: 25).

A more realistic attempt to explain the decision-making process can be found in Simon's bounded rational model (1955). Given that both internal and external constraints limit the process of choice, the decision-maker settles for a satisfactory rather than an optimal course of action. While the use of a satisficing strategy does not preclude the contemplation of a range of alternatives, their evaluation happens sequentially rather than in a cost-benefit analysis. Since the search for alternatives stops as soon as a 'good enough' option is found, this approach places lesser demands on the cognitive and information-processing capacities of human beings, whilst acknowledging task and environmental constraints. Satisficing may thus be regarded as a more realistic alternative (Harrison and Pelletier, 1997).

The third alternative, mixed scanning, is an adaptive strategy originally developed by Etzioni (1967) that refers to the search, collection, processing and evaluation of

information. Its tenets are a mixture of theory and experience, supported by successive comparisons. Based on the principle of trial and error, mixed scanning has flexible connotations. Decisions are tentative and incremental, and are reviewed systematically in the light of outcomes.

The review has thus far examined the three principal decision strategies of optimising, satisficing and mixed scanning. All may be regarded as having evolved from a continuum of stances in response to the criticism incurred by their predecessors. Developments of the bounded rational model are the work of Twersky and Kahneman (1974) and Kahneman, Slovic and Twersky (1982). Known as elimination-by-aspects, their approach relies on a narrowing down process, whereby a combination of simple decision rules is used to select from a number of salient alternatives the one that meets a minimal set of requirements. Such decision rules are often based upon heuristic principles, otherwise known as 'rules of thumb', which simplify the representation and evaluation of options (Payne, Bettman and Johnson, 1992). Recently, the function of judgement and intuition in decision-making has received attention owing to the work of Mellers, Schwartz and Cooke (1998) among others, who proposed alternative frameworks that attribute a central role to intuition, emotion and reason-based choice.

A distinct strand of decision-making research is the contingency approach, which has also only recently been the object of academic interest (Tarter and Hoy, 1998). The most notable contribution in the area is by Payne *et al.* (1992; 1993) who successfully demonstrated the highly contingent nature of decision-making. Central to the theory is the assumption that individuals use a repertoire of decision-making strategies to respond to different situations. As such, decision-makers make extensive use of their adaptive skills to solve complex tasks within the limits of their cognitive abilities. Strategies may be acquired through training, experience or natural acquisition.

Of greater application to a real life context, this approach is endorsed by Gore, Murray and Richardson (1992), who state that there is no single universal decision-making approach that is better than all others under all conditions. Rather, the selection of a decision strategy is individual-, task- and context-related. Hence the conclusion that models of decision-making at best provide a simplified

representation of a complex reality; at worst represent just another set of abstract principles of limited practical utility to the decision-maker. As Tarter and Hoy (1998:227) rightly conclude:

> None of the models is a substitute for reflective thinking. None should be used so rigidly as to prevent the recognition of an elegant solution in search of a problem. One can make technically correct decisions and fail to achieve the anticipated ends, [or] improve the odds of success through thoughtful decision-making, but [one is] never assured of the outcomes.

Small-firm Decision-making

As in many other research areas, decisional research has granted limited attention to small firms, particularly with regards to empirical research. A notable textbook contribution is Gore *et al.*, account of small firms' decision behaviour, based on the acknowledgement of the distinctive features between large and small firms. One such characteristic feature is the absence of rational long-term decision-making and planning, that reflect the financial instability and exposure to risk many small businesses face. The fact that decision-making tends to rest with one or two-owners (Carson, Cromie, McGowan, and Hill, 1995; Holliday, 1995) may aggravate this situation.

Further, as argued by Greenbank (2000:404) the very nature of small businesses may mitigate against the need for formalised approaches. Due to the size of the operation, the owner-manager is more often than not directly involved in the day-to-day running of the business. Arguably, this close contact diminishes the need to formally collect information, as the latter is absorbed through day-to-day activities. Direct involvement also results in priority being given to short-term problem solving, with limited time and resources being allocated to long-term strategic planning that are often disregarded as being of little value to the business. Contributing to this state of affairs is the strong need for independence exhibited by many small business owners. Combined with lack of expertise, this often prevents the setting of long-term objectives, or the adoption of a prescribed approach to growth and development, as found by Ennis (1999) in his study of growth within the small firm.

The lack of hierarchical, structured and rational decision-making is explored by Culkin and Smith (2000) in their examination of the efficacy of government

interventions in a small firm sector. They argue that whilst small businesses may operate in simpler structures than larger firms, attitudes and behaviours will often be less rational, with strong evidence of personality-driven firms. This is in line with the notion that small firms' management is characterised by the "highly personalised preferences, prejudices and attitudes" of their owners (Jennings and Beaver, 1997:64).

As found by Thompson, Smith and Hood (1993) in their study on small firms' ethics, owners' values stood out as the rationale for charity giving, as personal preferences, often linked to experience, affected which charity would receive a contribution and at what level. Further, while businesses did pursue charitable programmes, these attempts were found to be reactionary rather than well planned. Similarly, research by Quinn (1997) on ethical attitudes of owner-managers reinforces the notion that personal ethics are the greatest determinant of ethical behaviour and that psychological and situational variables moderate the latter. Quinn also notes that the absence of mediating factors such as corporate culture and norms, the need to obey authority or seek the approval of referent others in owner-managed firms, reduces the gap between moral judgement and action, resulting in a closer fit. The strong degree of identification between small businesses and their owner is a characteristic feature, which highlights the importance of understanding the individual as well as the context in which s/he operates in order to makes sense of how decisions are taken.

The case for considering the personal and contextual circumstances of small business owners is clearly made by Greenbank (2000:408), in his investigation of training and decision-making in micro-businesses. Of central relevance to this study, is the finding that decision-making was recognised as being the product of a complex interaction between the owner-manager's individual, social and economic context. Values and beliefs, personality and socio-cultural variables as well as business aspirations were among the factors found to jointly influence decision-making. With regards to the latter, the results also indicated that satisficing (rather than optimising) may be the more common behaviour adopted by small business owners, in line with the notion that many are not driven by profit-maximisation or growth.

Further, the study showed that intuitive decision-making is a dominant approach in small firms. Rather than a deliberate and sequential collection of information, the process of decision-making was found to rely on the subconscious and informal collection of information, with decisions often being taken on the basis of experience, rules of thumb, and interaction with past and present environment. This approach also explained the lack of formal planning typically associated with small firms. Hence the argument that, in the case of small businesses, intuitive methods may represent the more appropriate and therefore 'rational' form of decision-making, given the personal and business constraints faced by such firms. These findings lend support to Mintzberg's (1990) argument that the typical manager is not a reflective, systematic planner as portrayed in the 'design school' of management and that strategies can form in response to situations as well as be formulated, an approach seemingly favoured by small business owners.

2.7 Summary

This chapter reviewed the theoretical framework pertaining to the research topic. After introducing the environmental concept and its philosophical underpinnings, it considered environmental issues from an individual and business perspective to assist in the understanding of why small accommodation establishments may decide to adopt EM practices, what may prevent them and how their adoption may benefit them. This understanding was complemented by a review of the small business and decision-making literature. In this way the review helped to frame the dimensions addressed in this piece of research: environmental behaviour; small hospitality firms and their owners; and decision-making. It is these three aspects that the research examined with a view to providing an understanding of the rationale and process behind going green.

The importance of researching why some businesses are acting proactively becomes clear in the absence of studies specifically investigating this aspect, and the apparent piecemeal response of the hospitality industry to environmental issues. This existing gap has resulted from an overemphasis on corporate response, the prevalent use of deductive methods and a neglect of the hospitality dimension. The value in exploring the issue in-depth and from the perspective of the owner-manager thus

becomes evident. The owner-manager being the central unit of decision-making it is his/her perspective that needs to be conveyed. An appreciation of the factors that influenced and inhibited the process, as well as of its outcome, also becomes necessary to complete the understanding of the reasons for going green. How the research achieved these aims is explained in the following chapter, which describes in detail the methodological approach used, and the problems encountered, prior to and during, data collection and analysis.

CHAPTER 3

Methodology

3.1 Introduction

The previous chapter reviewed the theoretical framework supporting this piece of research. This chapter discusses the research strategy used in the study and the rationale behind it. It starts by considering the original research design and the pilot work as a result of which the research changed focus. The revised research design is then presented with the research aims and objectives and the assumptions underlying the adopted paradigm. The chapter continues by providing a detailed account of the methodological approach followed, and the practical problems encountered during the stages of sampling, data collection and analysis. An evaluation of the study in relation to its credibility, transferability, dependability and confirmability concludes the chapter.

3.2 Original Research Design

The phenomenon under investigation was the adoption of environmental management (EM) practices in the independent accommodation sector. The original aim of the research was to understand the rationale behind it by accessing the views of operators with and without an environmental involvement in order to understand both the reasons for action and for non-action. For the sake of clarity, these two groups of informants shall be labelled respectively 'the greens' and 'the non-greens'.

In this way, the data would offer a comparative basis for analysis and a balanced understanding of the phenomenon under investigation. The intended sampling frame was the data produced by a then recent survey on environmental practices in Scottish and Northern English hospitality operations (Kirk, 1999). Within this framework, two other selection criteria were established: independent ownership and serviced accommodation status.

Independent ownership was judged an important criterion, as an investigation into

motivational and decisional factors must take place with the decision-maker. Gaining access to that person was anticipated to be problematic in chain-owned operations where one was likely to be referred to the individual responsible for implementing (rather than making) the decision, or to headquarters, since involvement in environmental initiatives is often a company directive, in which case access would prove even more difficult.

Serviced accommodation status was selected because one of the inherent functions of this type of establishment is the provision of service. An important part of it lies in 'indulging' guests with a range of services and treats that are not a feature of everyday life. The conflict arises when environmental alternatives are provided instead, as these are perceived to be of lower standard. This conflict is less evident in self-catering establishments or youth hostels where the expected standards differ in nature and the barriers to the implementation of environmental measures are therefore lower. Focussing on independently owned serviced accommodation establishments was a way of addressing these two aspects. To assess soundness, this design was first piloted.

Pilot Work

The pilot work took place in Spring 2000. Using the information provided by the survey, a telephone enquiry with twenty businesses was carried out to establish interest in participation, followed by an explanatory letter. Interviews were secured with five businesses, of which three had given indication of environmental involvement and two had not. Gaining access to the latter group proved difficult as businesses in this category showed limited interest, claiming that a study on EM was of little relevance to them. The interview data was transcribed and analysed using a template approach to coding (Crabtree and Miller, 1992). A useful experience in itself, the pilot led to several changes in the research design.

Firstly, it led to a change in the research focus as a result of the problems found to be associated with the sampling frame, which was no longer deemed reliable. It was found that of the three 'supposed green' businesses, only one had a formal environmental policy in place, while the other two had no policy but implemented an

extensive range of measures (see Table 3.1 below).

Table 3.1 Environmental Status of Pilot Sample

Business	Reported Involvement	Presumed Status	Actual Involvement	Actual Status
Business No. 1	Positive	Green	Environmental policy in place	Green
Business No. 2	Positive	Green	No policy, but measures in place	Green
Business No. 3	Positive	Green	No policy, but measures in place	Green
Business No. 4	Negative	Non-green	Measures in place	Green?
Business No. 5	Negative	Non-green	No measures in place	Non-green

A comparison with the results of the Kirk survey revealed a similar pattern: 26% of the businesses claimed to have a formal/written environmental policy but a number of businesses without a formal policy had provided examples of environmental measures they implemented. This suggested that the presence of a written environmental policy (e.g. Business No. 1) could not be taken as the sole indicator of a business' environmental status, since the lack of one did not imply the absence of environmental involvement. Included in this category were, in fact, businesses *with* environmental measures in place but *without* a written policy (e.g. Business No. 2 and 3) as well as a presumed 'non-green' (Business No. 4). The identification of a population (the non-greens) on the basis of 'non reported information' posed therefore a considerable problem. A further complication lay in gaining access to the 'supposed non-greens', as this group proved distinctly uncooperative.

Further, of the two 'supposed non-greens' (no examples given, no formal policy in place) one was found to have energy management measures in place. This discrepancy may be a result of how the survey data was collected (postal questionnaire) but it may also reflect the ambiguity surrounding the term 'environmental'. While some regard the use of energy efficient lighting and heating as an environmental measure, others may view it as cost cutting or good management. As a result, the survey data no longer represented a reliable sampling frame, as the validity of a comparison between the two groups would be

questionable.

Secondly, it led to the refinement of the interview schedule. Based on the issues raised in the literature review, the original one included a section on the respondent's educational and professional background and on business characteristics (size, type, length of ownership and environmental status). However, it was found that questions on these aspects took up a great deal of the interview slot, leaving limited time to address the issues central to the investigation. These were therefore condensed onto an A4 sheet and sent to respondents with the letter of confirmation, and used as a 'warm up' for the interview.

The interviews also revealed the need for greater flexibility in the questioning approach and confirmed the need to tape-record interviews. "Concentrating on asking questions, listening to the responses *and* taking notes is a complex process" (Blaxter, Hughes and Tight, 2001:172). In one instance, a respondent objected to the conversation being tape-recorded in spite of having granted his permission over the phone. Notes were taken, but resulted in poor data and frustration on the part of both the interviewee and the researcher. Thus, informants who objected to the use of a tape-recorder were excluded from the sample.

Pilot data analysis also highlighted the need to simplify the coding system. The codes developed were detailed but complicated combinations of abbreviated concepts. For example 'BUS-IM-£-PINCH' coded the concept of 'penny pinching' -one of the perceived connotations of being green- and was classed under 'business image'. This worked well to begin with, but it soon became apparent that the system would become unmanageable with larger amounts of data. Thus a simpler, less detailed system was developed for use in the main study.

3.3 Revised Research Design

Following the pilot work, the research changed direction to focus exclusively on businesses *with* an environmental involvement (the greens). This required the reformulation of the research questions, which now investigated solely the reasons *for* adopting environmental measures. A more explicit indicator of environmental status,

i.e. *environmental certification*, was chosen to identify businesses. The list of certified Green Tourism Business Scheme (GTBS) members was chosen as the new sampling frame. Three main reasons justified this choice. Firstly, it is an environmental accreditation scheme specifically tailored to hospitality and tourism businesses; secondly, it is operative in Scotland, thus made sense logistically, and thirdly, unlike other schemes (i.e. Green Globe or the IHEI), the GTBS counts a large number of smaller sized operations, and by reflection, of independently owned ones.

Research Aim and Objectives

The new focus of the research being solely on businesses with a certified environmental involvement, the aim of the study became that of providing an empirically based understanding of the rationale behind a business' decision to go green. The underlying purpose of the research remained the same, that is, to encourage the wider embracing of EM practices in the hospitality industry through an improved understanding of why and how some businesses choose to adopt an environmental profile.

To obtain a complete picture of the phenomenon, the research addressed three main dimensions: the *process of decision-making* and the *decisional factors* leading to the introduction of EM practices (the 'how' aspect); the *rationale* for adopting an environmental profile (the 'why' aspect) and the *benefits accrued and barriers encountered* as a result of it (the 'outcome'). Accordingly, three main objectives were formulated:

1. To examine the factors that contributed to the decision-making process resulting in the consideration of EM practices;

2. To investigate the reasons that prompted businesses to adopt EM practices and seek accreditation;

3. To evaluate the outcome of the decision to become environmentally involved and accredited.

Demarcation of Research Domain

"It is impossible to embark upon research without some idea of what one is looking for and foolish not to make that quest explicit" (Wolcott, 1982:157). Thus, whilst the research was essentially explorative in nature, the focus of the investigation was broadly delineated at the outset, and subsequently guided and demarcated by the literature review. The formulation of aim and objectives further assisted the demarcation process.

Accordingly, the research was circumscribed spatially and temporally by the fieldwork taking place in Scotland in the period of 2000-2001. The study was further demarcated by its focus on independent serviced accommodation establishments, members of the GTBS. It is also acknowledged that certain issues were taken for granted, albeit being the object of debate in other academic research, for example, respondents' interpretation of the terms 'environmental', 'EM practices' and 'concern'. This also applied to issues outwith the researcher's expertise or the research boundary, for example, with respect to the workings of local authorities, tourist boards or government policy, and the personal and business circumstances of informants, unless directly relevant to the investigation (Carter, 1999). As such, whilst the study touched on psychological aspects, it evolved within a business research perspective.

Ontology, Epistemology and Methodology

As questions of methods are secondary to questions of paradigm, the paradigmatic assumptions of the study must be identified before detailing the methodological approach followed. "A paradigm represents a patterned set of assumptions concerning reality (ontology), knowledge of that reality (epistemology) and the particular ways for knowing about that reality (methodology)" (Guba, 1990:18). Contrasting ontological, epistemological and methodological assumptions underpin the two major research traditions of positivism and social constructionism (constructivism), which are now briefly considered to set the context for the study.

The ontological issue questions the nature of reality, and what the researcher views as reality and truth, in other words "the very essence of the phenomena under

investigation" (Burrell and Morgan, 1979:1). By assuming a *realist* ontology, the positivist position views reality as objective, single and fragmentable into independent variables and process that can be studied independently of the other; social constructionism (constructivism), on the other hand, by assuming a *relativist* ontology, views reality as multiple and socially constructed by the individuals involved in the research (Guba and Lincoln, 1994:111). Unlike constructivism, which asserts the validity of individuals' constructions, social constructionism emphasises the hold that culture has on shaping individuals' constructions (Crotty, 1998:58).

The epistemological issue questions the nature of the relationship between the researcher and the researched, and is essentially a "general set of assumptions about the best way of inquiring into the nature of the world" (Easterby-Smith, Thorpe and Lowe, 2002:31). Accordingly, it reflects the ontological polarity mentioned above, with *objectivists* at one end of the spectrum, who believe in value-free, neutral enquiry made possible by the investigator and the investigated being treated as separate entities (dualism), and *subjectivists* at the other end, who believe that findings are the product of interaction between the researcher and the researched, who are inseparable (one entity) (Guba and Lincoln, 1994:111).

Finally, the methodological assumption distinguishes the two paradigms by their approach to enquiry, whereby positivism uses *deductive* logic to test hypotheses in a cause-and-effect order, while constructionism adopts an *inductive* logic to generate rich, context-bound reconstructions of realities (Creswell, 1994:7). Though diametrically opposed at a philosophical level, at a practical level the distinction becomes blurred (Burrell and Morgan, 1979; Miles and Huberman, 1994a) and even "self-confessed extremists do not hold consistently to one position or the other" (Easterby-Smith *et al.*, 2002:28).

Research Paradigm

In light of the above, the study developed within a constructivist paradigm; accordingly it assumed a relativist ontological stance and subjectivist epistemology.

Constructivism[1] as elaborated by Guba and Lincoln (1994:110) views reality as multiple mental constructions of the human intellect, dependent for their form and content on the individuals holding the constructions. Hence the infinite number of constructions (multiple realities), which though given some common referent term, are nevertheless understood (constructed) differently by different individuals. However, whilst created by the mind these constructed realities are often related to and inseparable from tangible entities (events, persons, objects) that are 'ontically' real (Schwandt, 1994:134). This is where constructivism distinguishes itself from nominalism, which assumes a radical ontological position by positing that there is no reality at all (constructed versus created reality) (Lincoln and Guba, 1985:84).

The task of the researcher is to understand and reconstruct these individual constructions. This implies interaction between the researcher and the researched, who become interactively linked in creating knowledge. As a result, the knowledge that is created is value-laden and subject to biases, being itself a human creation. Hence the claim that the findings presented here are just the author's interpretation (reconstruction) of the respondents' own 'constructions', as created at that particular time and in those particular circumstances. At a methodological level, the study was hermeneutical (concerned with understanding and interpretation) and dialectical (interrogating the truth of opinions) in nature, with the aim to reach a consensus view that surpassed previously advanced ones (Guba and Lincoln, 1994). Thus, to reach the most informed understanding of the rationale for and process of going green, an inductive approach to enquiry was adopted.

Methodology

There have been few published studies investigating hospitality firms and the environment and none have specifically focused on the rationale for adopting EM practices. Further, positivism has traditionally been the dominant philosophy informing hospitality research (Taylor and Edgar, 1999). Consequently, there is a need to develop a deeper understanding of hospitality organisations and the people that operate them. Hence the greater need to research the issue from an interpretivist position in order to understand the actors' perspective, particularly

[1] Formerly termed naturalistic inquiry (Lincoln and Guba, 1985)

when it is their motivations, values and experiences that are being investigated. Thus, after careful evaluation, an approach that focuses on measurement, that is deductive, with hypotheses being tested in a cause-and-effect order and categories defined *a priori* (Creswell, 1994) was regarded as ill suited to the nature of the investigation.

More specifically, the choice of an interpretative over a positivistic approach is justified on the following grounds. Firstly, owing to the essentially exploratory nature of the study, a flexible and "emergent" (Lincoln and Guba, 1985:41) research design, rather than one that is structured and predetermined, was more desirable, as the research process would be largely iterative and reflexive.

Secondly, the investigation of the rationale behind the adoption of an environmental profile called for inductive research, as the use of deductive logic would have hindered the process of exploration necessary for gaining an understanding of the phenomenon under study. Instead, inductive research allowed the emergence of data outwith the constraints of predetermined analytical categories, enabling, as in this case, the exploration of the respondents' views and beliefs in relation to their decision to go green.

Thirdly, the use of inductive logic allowed the capture of the "emic" view (Guba and Lincoln, 1994:107) through the process of Verstehen (understanding) (Schwandt, 1994:120). Gaining an insight, albeit limited given the time constraints on the interview, of the participants' view was crucial for an understanding of the phenomenon and the process by which it occurred. As stated by Merriam (1988:3 quoted in Maxwell, 1996:19) "the interest [in a qualitative study] is in process rather than outcomes" and in making sense of how a particular process occurs. Understanding the decision-making process leading to the adoption of environmental practices and participation in the scheme was one central aspect of the study.

Finally, if the study was to provide a basis for widening current understanding on how environmental practice can best be promoted, there was a need to gather data that painted as 'true' as possible a picture on participants' reasons for undertaking

responsible action. Hypothetico-deductive research usually implies the testing of theories and hypotheses in a cause-and-effect order. These may have little relevance or meaning for the individuals studied (Guba and Lincoln, 1994) and in this way produce a distorted representation of reality. In inductive research, the emphasis is on openness and flexibility. The emergent data is more likely to be rich and context-bound. This would not only foster a deeper understanding of the respondents' world, but also allow the generation of theories that are grounded in real-world patterns and are thus more relevant to individual cases (Patton, 1990) and, arguably, to reality.

To reflect this methodological choice, the study used: purposive (criterion) sampling as the sampling strategy; in-depth, semi-structured interviews as the data collection method; a template approach to coding following Crabtree and Miller's (1992) method in the first stage of analysis; and a cognitive mapping (CM) approach based on Kelly's (1955) Personal Construct Theory as the method of analysis in the secondary stage. The analysis tool used was Decision Explorer, an analytical software package specifically designed for the development and analysis of cognitive maps. The following sections address each of these stages by discussing the rationale behind this choice of methods and the practical issues that arose during the research.

Sampling

> Nothing better captures the difference between quantitative and qualitative methods than the different logics that undergird sampling approaches. Qualitative inquiry typically focuses in depth on relatively small samples, selected *purposefully*. Quantitative methods typically depend on larger samples selected randomly. ...The logic and power of *purposeful* sampling lies in selecting information-rich cases [that are likely to yield] information of central importance to the purpose of the research (Patton, 1990:169).

Thus the mode of inquiry largely determines how the sample is selected. In this study the sampling strategy used was criterion sampling, whereby "all cases that meet some predetermined criterion of importance" are included (*ibid*: 176). As noted earlier, the two selection criteria used within the GTBS sampling frame were independent ownership and serviced accommodation status. Access and issue saturation determined the size of the final sample, which consisted of a total of thirty owner-managed businesses. The sampling location was Scotland, since that is where the GTBS is operative. For logistical reasons businesses in the Orkneys, Shetlands

and Outer Hebrides were excluded from the selection.

The identification of a sample proved a lengthy and time-consuming process, because the then available list of GTBS businesses did not contain sufficiently detailed information on its members. Consequently, to supplement the missing information the regional VisitScotland accommodation brochures were consulted to identify serviced accommodation establishments. At the time of sampling (October-November 2000), the scheme counted 200 members, of which 96 were classed as serviced accommodation (this included 10 businesses on the Outer Islands). An attempt was also made to identify businesses that had been sent promotional information on the scheme, and/or had enquired about the scheme but had not joined, or to whom the scheme had been promoted but to no avail. Unfortunately this information was not or could not be made available to the researcher.

Following a telephone inquiry to establish interest in the research, to confirm ownership status and to obtain the proprietor's contact details, a sample of forty-eight businesses was identified. A letter explaining in more detail the nature of the study and formally requesting participation was sent to prospective informants. This was followed by a telephone call to arrange an interview time and seek permission to tape-record the interviews. Subsequent to the telephone call, the sample figure fell to thirty-nine as a further nine business owners declined, while some had to be "chased up" (Blaxter *et al.*, 2001:184) on a number of occasions, either by phone or email.

The difficulties associated with gaining access are widely acknowledged by the literature (Maxwell, 1996; Flick, 1998; Easterby-Smith, Thorpe and Lowe, 2002). In this case, reasons for refusal varied from personal (health; death), to business circumstances (change of ownership; in process of selling; refurbishment; lack of time), to suspicion towards academic research (objection to being tape-recorded; scepticism regarding the benefits of participation). As "the unpredictability of access negotiations is a major influence" on research (Blaxter *et al.*, 2001:156) plenty of time was allowed for the sampling process. Once participation was secured, a letter of confirmation providing written assurance of the right to confidentiality and anonymity was sent. In cases where time had passed since the interview was first arranged, confirmation of its taking place was made via email or telephone.

Enclosed in the letter was a brief fact-sheet for the interviewee to complete prior to the interview.

The logistics of scheduling and carrying out the interviews proved difficult at times, owing to the geographical spread of GTBS members, the travelling distance between interviews, and the poor climatic conditions experienced during data collection. On a number of occasions, a whole series of pre-arranged interviews had to be rescheduled because of snowfall, resulting in the data collection being delayed by over a month. The task of scheduling interviews proved none the easier, as visits had to be organised on a geographical basis to make effective use of time and resources while trying 'to juggle interview slots' granted by each participant.

Sample Profile

The final sample consisted of thirty independently owned lodging operations, members of the GTBS, as saturation was deemed to be reached after the thirtieth interview. The majority were small hotels (11), followed by guesthouses (7), bed and breakfast operations (6), hotels (5) and a restaurant with rooms (see Table 3.2). VisitScotland's classification of accommodation types[2] is used here to define the nature of the sample, as all establishments visited were registered members.

In terms of size, the broadest band (40%) were establishments with five or less letting bedrooms, followed by 33.4% with between 6 and 10 rooms, 16.6% between 11 and 20 rooms and the remaining 10% with 21 rooms or more. As for number of employees, 47% of the businesses were run by a husband and wife team, six of these single-handedly and eight with the aid of 5 or less employees; 14% employed up to 15 employees, with the largest hotel employing 82 members of staff; information on the remaining eleven businesses was not obtained.

---

[2] Scottish Tourist Board Quality Assurance accommodation types:
Guest House: a commercial business with a minimum of 4 letting bedrooms; Bed and Breakfast: establishment offering accommodation to no more than 6 guests and bed and breakfast, usually in a private house; Small Hotel: licensed establishment with a minimum of 6, maximum of 20 letting bedrooms; Hotel: licensed (may be restricted licence) establishment with a minimum of 20 letting bedrooms; Restaurant with rooms: establishment offering accommodation but where the restaurant is the most significant part of the business. Adapted from Scottish Tourist Board Quality Assurance Accommodation Types (STB, 2003a).

In the light of the definitions examined in Section 2.5 of the Literature Review, most businesses under review in this study can be regarded as 'small', in so far as 90% of the establishments visited had fewer than 25 letting rooms, thereby fitting the definition by Sundgaard *et al.* (1998) and Hankinson (1989), with 80% of these having 15 or less rooms, thus fitting Buick *et al.*'s (2000) definition. With regards to the three remaining businesses, though the largest of these had 47 rooms, it employed less than 99 staff, therefore conforming to the EC's definition of a 'small' firm. Moreover, all were independently owned and managed, thus matching the criterion used by Ball (1996) and Morrison (1998) to some extent.

On this basis, and in the absence of a universally accepted definition of a 'small' hospitality firm, the participating businesses shall from now on be referred to as small. However, to reflect the skewness in the sample, a distinction is made between *medium-small* and *small*, whereby:

> *medium-small* refers to independently owned and managed serviced accommodation establishments with less than *fifty* rooms, and *small* refers to independently owned and managed serviced accommodation establishments with less than *twenty* rooms.

Table 3.2 below shows the sample characteristics in terms of establishment type and size.

Table 3.2 Sample Breakdown by Establishment Type and Size

Type of Establishment	%	(No.)	Number of Letting Rooms	%	(No.)
Guest House	23.3%	(07)	5 or less	40.0%	(12)
Bed and Breakfast	20.0%	(06)	Between 6 and 10	33.4%	(10)
Small Hotel	36.6%	(11)	Between 11 and 15	06.6%	(02)
Hotel	16.6%	(05)	Between 16 and 20	10.0%	(03)
Restaurant w/rooms	03.3%	(01)	21 and > (Largest 47 rooms)	10.0%	(03)

Most businesses were four-star establishments[3]. In terms of GTBS accreditation level, the majority of businesses were Bronze members (12), followed by Gold (11) and Silver (7) members, as shown in Table 3.3 overleaf.

[3] Scottish Tourist Board Quality Assurance star grading:
*Fair and acceptable; **Good; ***Very good; ****Excellent; *****Exceptional, world class.
Adapted from Scottish Tourist Board Quality Assurance Star Grading (STB, 2003b)

Table 3.3 Sample Breakdown by STB Star Rating and GTBS Award Level

VisitScotland QA Star Rating	%	(No.)	Distribution by Award Level	%	(No.)
5 Stars	06.7%	(02)	Gold	36.6%	(11)
4 Stars	53.3%	(16)	Silver	23.3%	(07)
3 Stars	26.7%	(08)	Bronze	40.0%	(12)
2 Stars	13.3%	(04)			

Geographically, the sample was spread across the country, though clusters occurred in the South West (Ayrshire) and in the North (Highlands) of the country, matching to some extent the GTBS' distribution pattern, where the greatest concentration of members per area was, and still is, in the Highlands, possibly owing to the fact that the scheme was first piloted there. Reported in Table 3.4 below is the geographical distribution of the sample. Since detailed information on the geographical spread of members at the time of sampling was not available, the current distribution is shown instead for comparison.

Table 3.4 Geographical Distribution of Sample in Relation to Current[1] Distribution of GTBS Accredited Accommodation Establishments

Regions	Sample distribution (In descending order)	GTBS distribution
Ayrshire and Arran	8	14
Highlands and Islands	7	101
Argyll, the Isles, Loch Lomond, Stirling and the Trossachs	4	52
Borders	3	23
Aberdeen	2	12
Edinburgh and Lothian	2	15
Perthshire	2	18
Dumfries and Galloway	1	11
Fife	1	4
Angus and Dundee	-	0
Greater Glasgow	-	21
Orkney	-	26
Shetlands	-	4
Western Isles	-	3
Total	**30**	**302**

[1]:Based on 2004 figures as last accessed online on March 13th 2004, available at http://www.green-business.co.uk/WhereToStay.asp

A detailed profile of the sample in terms of gender, accommodation type, size and award level can be found in Appendix I.

Data Collection

The data collection took place in Spring 2001, during the low season (January to March) to minimise the rate of refusal. The method used was semi-structured interviews. Described as "conversation[s] with a purpose" (Kahn and Cannell, 1957 quoted in Marshall and Rossman, 1999:149) interviews represent one of four primary data collection methods used in qualitative research, together with participation, observation, and document review and analysis. Since the study aimed to explore and understand the reasons behind the decision to adopt an environmental profile, gaining access to individuals' views and beliefs was critical. The use of one-to-one, semi-structured in-depth interviews reflected this need.

By engaging in a purposeful conversation with the respondent, one-to-one interviews allowed access to a breadth of meaningful information that could not have been obtained through, for example, observation. The use of focus groups was equally unsuitable as they would not have allowed the in-depth exploration of individual views and beliefs, nor the collection of data in its natural setting. Moreover, it is highly unlikely that the respondents would have agreed to participate if required to travel, particularly given the geographical spread of the businesses.

Face-to-face, one-to-one interviews, on the other hand, represented an opportunity to explore, "probe deeply...and secure vivid, accurate inclusive accounts...based on personal experience" (Burgess, 1982:107) and allow the immediate clarification of concepts. For this reason personal interviews are also particularly suited to the exploration of reasoning for action in business ethics research (Liedtka, 1992). A semi-structured approach was chosen on the basis that flexibility encourages openness and spontaneity, whilst the use of a topic frame helps the collection of comparable information (Healey and Rawlinson, 1993). Accordingly, the sequence and wording of questions often changed to 'best fit' the circumstances, to follow up leads or to elicit explanations.

To assist interviewing, the interview guide, refined following the pilot work, was used (see Appendix II). Initial questions were kept neutral and broad to aid the establishment of rapport and encourage respondents to talk descriptively (Patton, 1990); background questions dealing with sensitive issues (e.g. age or financial

aspects of the business) were avoided as they were not central to the research and may unnecessarily cause discomfort to respondents. In fact, the only 'sensitive' question (on educational background) was often left unanswered by respondents on the fact sheet.

Efforts were made to avoid phrasing questions in a leading way, though in some cases, more direct, questions were deliberately asked to establish the existence of causal relationships (in view of analysing the data through DE) or for validation purposes to check the consistency of answers and verify the researcher's interpretation (Miles and Huberman, 1994a:268). Having an interview guide also allowed the researcher to make best use of time, which was critical given that the respondents were all business owners and therefore likely to be (or claim to be) under pressure.

The interviews took place at times and in locations most convenient for the interviewees, usually their home or business. This flexibility proved beneficial in encouraging participation and ensuring that the interview took place in a setting known to the respondent, thus making for a relaxed and friendly atmosphere. On arrival, as part of an informal exchange to establish rapport, interviewees were thanked for their participation and briefed on the purpose of the study and the topics for discussion. At this point respondents were given assurance regarding their anonymity and confidentiality of the transcripts, and informed on their right to avert questions and switch the tape-recorder off if deemed necessary (Saunders, Lewis, Thornhill, 1997). A similar procedure (debriefing) was followed at the end of the interview with the tape-recorder switched off to 're-establish a balance' (Patton, 1990) by providing feedback, answering questions and allowing for off-the-record information exchanges. Respondents were thanked in writing for their contribution.

Interviews lasted on average an hour, proving a successful means of gaining information, as, on the whole, rich data was obtained from most interviews and good rapport established with the majority of respondents in the sample (see Appendix III). According to Kvale (1996:116) "just listening to what people have to say for an extended period of time can make an interview a unique experience". Certainly, on a number of occasions, the interview became an opportunity for respondents to 'have

a good moan' and give vent to their frustration on issues such as lack of social responsibility, 'the system', VisitScotland and/or the GTBS. In the case of the Holistic Green, the interview appeared to be an opportunity to share her environmental ethic with one more person!

Inevitably, there were some unfruitful interviews. These were situations where the interviewee was reticent or timid or "very engaged intellectually but [did] not reveal anything deeply personal" (Maxwell, 1996:66); where body language and a hurried answering style indicated that the interviewee could or would not grant sufficient time to the meeting; and, where background noise and constant interruptions (phone calls, guests checking in, deliveries, children in need of attention) prevented an in-depth exploration of concepts and affected the quality of recording.

Interviews were all tape-recorded with the permission of respondents. Maxwell (1996) strongly recommends the practice of recording and transcribing interviews to ensure the collation of 'rich' data and for validity purposes. One other advantage of tape-recording is that it produces an unbiased record of the conversation from which direct quotes can be obtained (Easterby-Smith *et al.* 2002). Notes were made soon after the completion of interviews to register impressions, non-verbal communication and other relevant issues for analysis. Documentary evidence was gathered whenever possible to supplement the information obtained during the interview.

To ensure the quality of recordings, high output anti-resonance tapes were used. Interviews were transcribed verbatim, with a pedal operated machine, using the conventions advised by Silverman (2000). Though extremely time-consuming, the inclusion of details such as in-breaths, pauses, overlaps, laughter and interruptions captured the richness of the data and assisted the analysis process. Any reference to places, names or other information that could identify respondents or their business was made anonymous at this point by replacing it with an 'X'.

Primary Analysis - Data Coding

A template approach to coding was used based on Crabtree and Miller's (1992) method. Otherwise known as 'thematic coding' or 'codebook analysis', the approach

represents an alternative to the rigorously structured content analysis where codes are all defined *a priori* and the totally inductive approach of grounded theory where there is no *a priori* definition of codes. As such, template analysis (TA) occupies an intermediary position between the "soft nosed logical positivism" of Miles and Huberman (1984:19) and a purely phenomenological approach (Crabtree and Milller, 1992). In simple terms, TA involves the development of a list of codes (a template), representing the themes and issues identified in the textual data and the use of said template to guide the further identification and interpretation of themes (King, 1998:118). A clear illustration of the approach is provided by King who used it in his investigation of general practitioners' decision-making in the management of mental health patients.

This particular technique was chosen on three grounds. Firstly, and critically at this stage, to enable the effective coding of large amounts of text generated from the interviews. While suited to different analytical uses, the template was used essentially as an initial "data management tool...to organise segments of similar or related text for ease in interpretation and to search for confirming/disconfirming evidence" (Crabtree and Miller, 1992:99).

Secondly, for its emphasis on flexibility. Unlike grounded theory, TA does not impose a set of strict "procedures that must be followed" (Strauss and Corbin, 1990:26) but allows for the continual development of the analytical framework in light of emerging data. Codes, some of which are usually defined *a priori*, are constantly revised as the analysis and interpretation unfold. Thus "the generation of themes, patterns and interrelationships is an interpretive" (Crabtree and Miller, 1992:19) and truly iterative process.

Thirdly, for its systematic approach to data analysis, whereby text is systematically coded and the codes organised in a hierarchical order thus allowing the researcher to reach an overview of the data, whilst preserving its detail for subsequent interpretation. As such, the technique represents a rigorous yet flexible method of coding, complemented by the visual representation of themes in the form of the analytical template.

Coding was carried out manually. Specialized analytical softwares offer a range of advantages (organisation of data, speedy coding and text retrieval, code counting). However these must be balanced against their cost and the time required for learning how to use them. Since the secondary stage of analysis involved the use of a CM approach, it seemed logical and cost-effective to invest in the purchase of Decision Explorer (DE), a software specifically designed for the development and analysis of cognitive maps. A training course confirmed its suitability for the analysis of decision-making and its capacity to present data in a much neater and aesthetic fashion than other qualitative softwares, e.g. NUDIST.

Template Development

Data analysis started with reading the transcripts several times over to allow data immersion and the initial identification of concepts. Using the topic frame as a guideline (see Appendix II), six broad areas were identified and assigned a code. This consisted of a digit-and-word combination identifying the concept area. As the analysis progressed, decimals (1.1, 1.11 etc) were used to identify the emerging themes. Listed below are the six broad concept areas initially identified:

▪ **Interview themes**	**Concept areas**	**Code**
- Adoption of EM practices	1Going green	1GREEN-
- Participation in the scheme	2Joining the scheme	2GTBS-
- Perceived drawbacks	3Decision maker-related factors	3DM-
- Perceived attractions	4Business-related factors	4BUS-
- Outcome of decision	5Perceived barriers	5BAR-
- Future plans	6Accrued benefits	6BEN-

Classification into themes was a lengthy iterative process, helped by the basic framework above. Issues were initially classed under the six concept areas and then gradually organised into themes and sub-themes as the analysis progressed, as in the example below:

▪ **Issue derived from transcript**	**Concept area**	**Sub-concept area**	**Theme**
- I hoped it would influence people	2GTBS	Marketing	To attract trade
- Straightforward to do without a great deal of effort	2GTBS	Operational	Already green
- People think green, nutter! and you think they are put off by it	5BAR	Connotations of being green	Effect on trade

As advised by Crabtree and Miller coding was first done in pencil in the margins of No. 1 transcript and the basic framework updated with new codes and sub-codes, organised hierarchically in the electronic copy to form template No.1. A summary of the emerging concepts and corresponding codes from each transcript was produced for reference, along with explanations and interpretative insights. This template was then used to guide the coding of the next transcript and the process repeated entirely until all thirty transcripts were coded. The constant revision of existing codes to reflect the individuality of each interview ensured that the process was totally data-driven, whilst the simultaneous adaptation of each template in light of emerging data ensured that each new version accurately and comprehensively reflected the concepts identified up to that particular point.

The revision of the template involved changes to codes, the coding scheme and layout. King (p.125) describes four main types of alterations to codes: *insertion* where a new code is inserted; *deletion* where a code originally devised is deleted because it overlaps or is found to be superficial; *changing scope* where a code is redefined at a higher or lower level; and *changing higher-order classification* where a code is assigned a new position within the hierarchical order of the template. Thus, the original one-level framework with six concept areas became a four-level template after coding transcript No.1 (see Appendix IV), ultimately becoming a five-level template with ten concept areas (see Appendix V). The following are examples of the alterations made:

- **Insertion** (refer to text in italics in Initial Template- Appendix IV)

- Going Green (1GREEN) became a three-level code, as three new codes representing three motivations mentioned by the first interviewee were inserted: 1.1Reasons (1.1REAS), 1.11Costefficiency (1.11COSTEFF), 1.12Socialresponsibility (1.12SOCRESP) and 1.13Makessense (1.13SENSE);
- A new code 6.14Educational (6.14BEN-EDU) was inserted as sub-code of Accrued Benefits (6BEN); 3.11Concern (3.11DM-CONC) and 3.12Upbringing (3.12DM-UP) were added as sub-codes of Decision maker-related factors (3DM).

As coding proceeded, the three other types of modifications were implemented:

- **Changing scope** (refer to text in italics in Final Template- Appendix V)

- 3.12Upbringing (3.12DM-UP) went from a level three to a level four code under the newly defined code of 5Influential factors (5INFL);
- 2GTBS-Marketing (2GTBS-MAR) went from a level three to a level two.

- **Changing higher order classification** (as above)

- 4.5Location (4.5BUS-LOC) went from a level two code under 4Business-related factors to a level three code under 5Influential factors;

- 4.1Measures implemented (3.1BUS-MEAS) went from a level-two code under 4Business-related factors to a level-one code (9MEAS) (this change involved three types of modification: insertion, changing scope and changing higher-order classification);

- **Deletion** (as above)

- 3Decision-maker related factors (3DM) and 4Business-related factors (4BUS) became superfluous as the concepts they comprised were reorganised and allocated to newly defined codes.

Changes to the coding scheme were effected because the use of decimals (e.g. 1.11COSTEFF) with large amounts of data became impractical, confusing and time consuming. Codes were therefore simply numbered according to the concept area for easy referencing (e.g. 1COSTEFF). To reflect the multitude of levels, the margins of the template were indented, thus producing a clearer analytical framework.

During the initial stage of development, template copies and corresponding transcript were submitted to four different people (a fellow PhD student, an external adviser and two members of the supervisory team) to "counter the tendency to allow one's own assumptions and expectations to shape the way a template develops" (King, 1998:122). Overall, a consensus emerged regarding the consistency of the coding process, though two of the readers expressed concern over the seemingly 'reductionist' approach adopted in developing the template. It later transpired that the researcher's failure to clearly explain the analytical approach was the cause for concern; the issue was resolved following a discussion.

Once coding was completed, verification of the template against the data was done by colour coding transcripts with highlighter pens. Visually, this was thought to be the most effective way of carrying out the process, as any un-coded data would be easily identified. Also it was intended to help the verification of the cognitive maps, as a similar colour scheme would be used in that stage. For clarity, text was coloured in relation to the ten concept areas. This system proved simple and extremely effective. A breakdown of the colour coding used can be seen overleaf:

▪ Concept areas	Codes	Colour code
1. Reasons for going green	1GREEN-	YELLOW
2. Reasons for joining the scheme	2GTBS-	TURQUOISE
3. Process of going green	3PRO-GREEN-	LAVENDER
4. Process of joining the scheme	4PRO-GTBS-	PINK
5. Influential factors	5INFL-	ORANGE
6. Barriers	6BAR-	BLUE
7. Benefits	7BEN-	GREEN
8. Scheme feedback	8BACK-	LILAC
9. Measures implemented	9MEAS-	underlined RED[4]
10. Guest response	10GUEST-	underlined BROWN

As no major changes to the template were necessary other than changing scope and rewording of codes, the colour-coded data was sorted accordingly into separate electronic files under the ten concept areas, with source and line references added to aid text retrieval. Sorting by theme/sub-theme followed using colour coding. This system proved an efficient way of managing large amount of data.

Secondary Analysis - Cognitive Mapping

Secondary analysis saw the use of CM as a means of identifying the decisional factors leading to the adoption of an environmental profile. Increasing interest in managerial cognitions has led to the development of a number of CM techniques (see Huff, 1990). One distinct approach is that developed by Eden, Jones and Sims (1983), founded on the principles of Kelly's Personal Construct Theory (1955). Formulated in the context of clinical psychology, Kelly's Personal Construct Theory[5] (PCT) posits that individuals make sense of the world in order to predict how, all things being equal, the world will be in the future, and to decide how to act and intervene in order to achieve the preferred option (fundamental postulate) (Ackermann, Eden and Cropper, 1990).

---

[4] Text of less central relevance to the study was underlined rather than highlighted because highlighters only come in 8 colours!

[5] **Personal Construct Theory (Kelly, 1955)**
Fundamental postulate: a person's processes are psychologically channelized by the ways in which he anticipates events.
Construction corollary: a person anticipates events by construing their replications.
Individuality corollary: persons differ from each other in their constructions of events.
Commonality corollary: to the extent that one person employs a construction of experience which is similar to that employed by another, his psychological processes are similar to those of the other person.

Central to the theory is the use of 'personal constructs' (construction corollary), internal abstract representations of phenomena that individuals construe to understand others and anticipate their reaction to their behaviour. Individuals differ in their construction of the world and attribution of meaning (individuality corollary) but are similar to the extent that they construe similarly (commonality corollary) (Kelly, 1955). As a result "there is never a single correct way of seeing things" as constructs are specific to individuals (Jankovicz, 2001:67). As a theoretical and methodological approach Kelly's PCT "fall[s] within the 'Verstehen' approach, the central point of which is coming to an understanding of the view of the world [as] held by those [studied]" (Pope, 1982:3). As such Kelly's 'constructive alternativism' is in line with the ontological and epistemological stance adopted in this study.

In analytical terms, CM represents a way of uncovering constructs and portraying these externally so that they can be studied. As a qualitative analysis technique, CM allows the modelling of ideas and the identification of causal links in relation to a particular issue or problem and its representation in the form of cognitive maps. It is therefore particularly appropriate in the analysis of decision-making for identifying the key elements of a decision (in this case the decision to adopt an environmental profile) and was for this reason chosen as the method of analysis. Recent examples of research using a similar approach can be found in Costa and Teare's (2000) exploration of managerial attitudes towards formal environmental scanning in a hotel context; in Douglas' (2000) doctoral investigation of the decision-making process behind the adoption of quality initiatives in local government services; in Hines' (2000) study on entrepreneurial decision-making and in Ennis' (1999) assessment of small-firm decision-making in relation to growth.

Viewed as frames of reference for what is known and believed, cognitive maps are "mental model[s] which allow complex problems to be framed and simplified so that they can be understood" (Swan and Newell, 1994:5). "Models of an account of a problem produced by different users will differ according to the interpretation of the data made by each individual user. CM is in this sense an inexact science" (Ackermann *et al.*, 1990:4). As such, cognitive maps can never be shown to be right or wrong in an objective sense. Thus, rather than scientific representations of an objective reality, maps should be viewed as representations of an individual's

perception of an issue (Eden *et al.*, 1983), or in constructivist terms, as reconstructions of people's constructions.

A cognitive map consists of two elements: *concepts* or constructs, representing an idea and its opposite according to the subject, and *links* or relationships, which link concepts causally, connotatively or temporally. A concept contains two contrasting poles: the emergent/positive pole and the contrasting/negative pole represented as two statements joined by three dots "..." (reads rather than). However, assertions do not naturally have contrasting poles and are simply displayed as statements. A concept acquires its true meaning from its links to other concepts in terms of the explanations originating from it and the consequences leading to it. In graphic form, links going out of a concept indicate a consequence, while links going into a concept indicate an explanation. Links can be causal (→) to indicate that one concept leads to, or affects another; connotative (-) to indicate an association; or temporal (_t_) to indicate one concept following another in time.

Analysis Tool

The tool used for analysis was Decision Explorer (DE) (previously Graphics COPE), a computer programme specifically developed to build and analyse cognitive maps (Ackermann, Eden and Cropper, 1992). By providing a graphical representation of interrelated concepts, it allows their exploration and understanding of the relationships between them, while in-built analysis tools help assess their significance and facilitate the interpretative process. The 'preferred' use of DE is as a facilitating tool during interviews or focus groups, as mapping can be done simultaneously while the discussion takes place. This allows the interviewee to 'own' the map and engage actively in its development.

However, the practicalities of successfully using the software in such situations are limited for a number of reasons. Firstly, great practical knowledge of the software is needed to ensure accurate and speedy handling of the data. As noted by Ackermann *et al.* the inexperienced mapper can find it difficult to both listen to and understand what is being said whilst remembering all the guidelines for creating maps. Secondly, it takes time to map out an interview. It was feared that lengthening the indicative interview time would increase refusals, particularly as owner-managers often claim to

have limited time at their disposal, especially when the issue in question is academic research! Finally, logistical issues can pose problems. In this case the researcher had no guaranteed access to portable equipment for an unlimited period of time. On this basis, the decision was taken to tape-record the interviews and to use DE as a means of interrogating the transcripts, following Ackermann *et al.*'s (1990) suggested approach in this situation. This alternative was successfully used also by the studies mentioned earlier.

Development of Cognitive Maps

In the context of this research, the key issue being investigated was the decision to introduce environmental measures and become environmentally accredited. Maps were therefore developed by taking into consideration all the factors that, according to respondents, led, directly or indirectly, to that decision. The outcome of the decision was also mapped. The purpose was to provide a comprehensive account of how and why each individual owner-manager interviewed had become environmentally involved and decided to join the GTBS.

Constructs were elicited from the transcripts following Ackermann *et al.'s* three-step approach. Fresh paper copies of transcripts were used to develop maps inductively and outwith previously identified patterns. Accordingly, the data was first broken into their constituent elements, usually distinct phrases that retained the respondents' language; where occurring, pairs of contrasting phrases were then united into a single concept to form constructs; and the distinct phrases then linked to form a hierarchy of means and ends. The example below illustrates these three stages:

- **Concept identification and breakdown**

/ single slash	indicates start of a phrase
// double slashes	indicate end of a phrase
} curly bracket	indicates phrase merged with one below
* asterisk	indicates contrasting poles of bipolar construct

(excerpt from Transcript 10)
.../the decision to go with the Green Tourism Business Scheme/ was really on three reasons, one because I thought /they were important issues, you know the environment// and I feel that /businesses should act responsibly//, /they don't have some sort of carte blanche// like they don't belong to society, they are as much as society as anything else just because /you are a business// /doesn't mean you have to be you know totally ruled by accountants// as it were who are seeking only the figures, two because I thought /it would

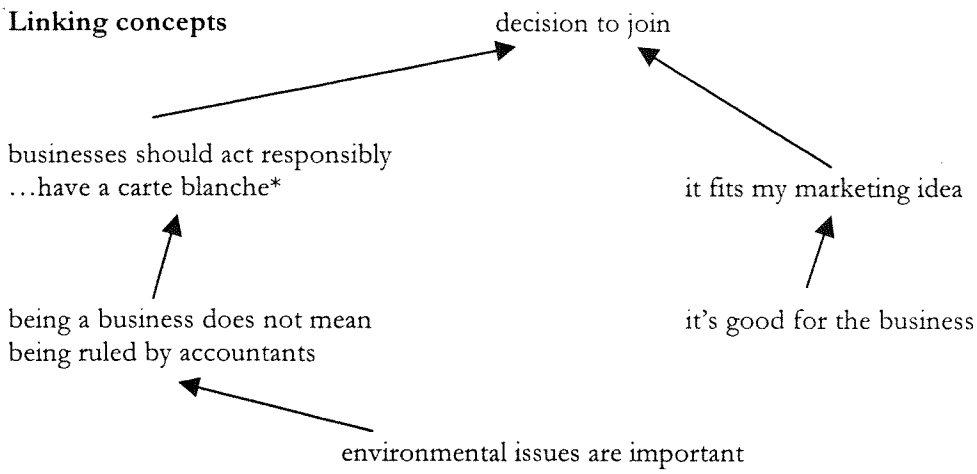
be good for the business// because it goes with the sort of marketing /it fits into my marketing idea of the sort of veggie and green and you know the environmentally friendly//, it goes together quite well, it was a natural extension to that//...

To note that while in this example slashes are used to show how concepts were broken down into their constituent elements, in practice this process was carried out mentally, with concepts being imputed directly into the software and adjustments made as and when required. This was found to be a much speedier process, aided by the subconscious familiarity with the transcripts' content.

- **Construct building**

Concepts obtained from text	Constructs derived
- decision to go with the Green Tourism Business Scheme	decision to join
- they were important issues, you know the environment	environmental issues are important
- businesses should act responsibly*	businesses should act
- they don't have some sort of carte blanche*}	responsibly...have a carte blanche
- even if you are a business doesn't mean you have to be totally ruled by accountants	being a business doesn't mean being ruled by accountants
- it would be good for the business	it's good for the business
- it fits into my marketing idea, the sort of veggie, green	it fits my marketing idea
- and environmentally friendly	

Ackermann *et al.* note that the translation from text to map form is not always straightforward, and concepts will often be adaptations of phrases initially identified. As shown above, careful rewording of concepts was often needed, with phrases being turned into succinct active statements to convey a sense of action. Care was taken, however, to retain as far as possible the subjects' own language since the maps needed to be validated by the respondents themselves. Repetition of concepts was a frequent occurrence with ideas being either explicitly repeated, in which case they were deleted, or implicitly repeated, in which case concepts were merged. As in the example above, most concepts were found to be assertions, as respondents rarely provided answers that contained a contrasting pole, a problem also noted by Costa and Teare (2000) and observed in Kirk *et al.* (2002). The only bi-polar concept above is the one identified by an asterisk.



(*Map drawn in word format*)

This stage involved linking concepts by means of considering each construct in turn and its relationship with others. As can be seen, a number of concepts can be obtained from just a short interview excerpt. Quite often therefore linking was done as concepts were being entered to avoid losing the chain of argument in the jungle of the emerging map!

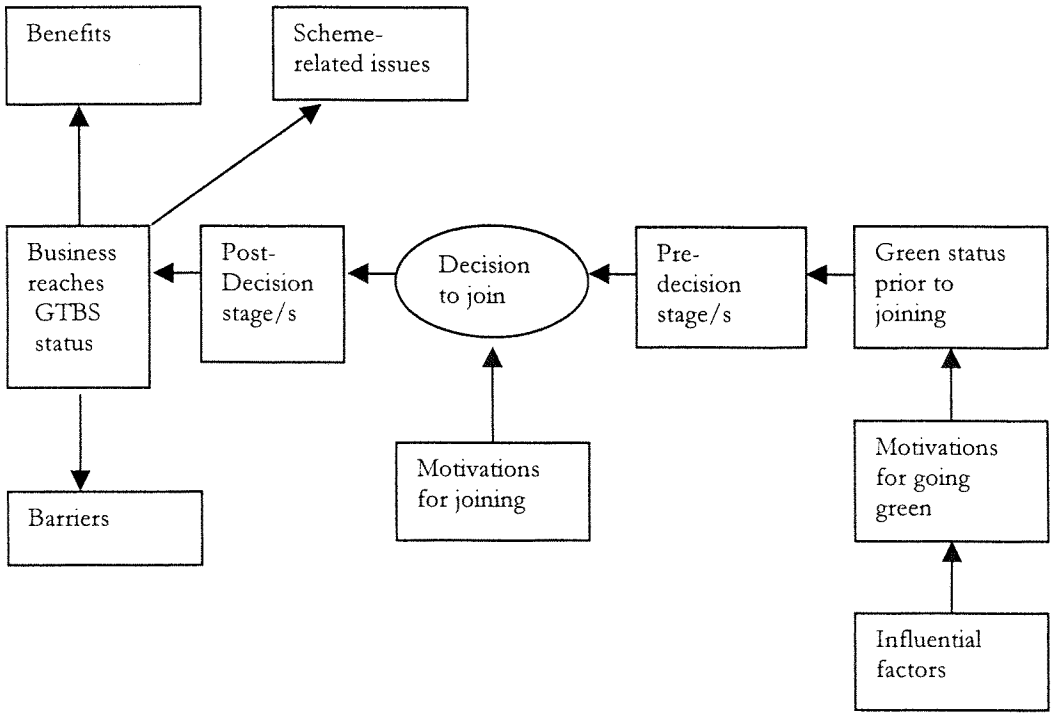
A useful tool at this stage was the *Style* facility, whereby a combination of different colours, fonts and borders can be applied to categorise concepts. A colour scheme similar to the one used for primary analysis was developed to distinguish the key elements of the decision-making process. This generated clear and attractive maps that facilitated analysis, interpretation and verification of maps against the colour-coded copy of transcript. Styles were defined at the outset. A wide range of styling choices is available in DE. Achieving the visually most effective combination (i.e. boxed text clearly readable against the coloured background, arrows not overlapping concepts, map in the desired size and layout) involved considerable time and patience, especially as the display varied significantly between the VDU and the print version, and across printer models!

Styles were then grouped under *Sets*, another facility which allows the grouping of concepts for analysis purposes. Text was broadly categorised under the ten concept areas (see overleaf) to ensure clarity, as a profusion of colours and shapes would result in complex maps, thereby only hindering interpretation and verification by respondents.

▪ Style name	Attributes	Set name
- Barriers[6]*	blue rectangle	Obstacles*
- Concerns	grey rectangle	Fears
- Decision	white oval	Decisional
- Green status	white rectangle	Status
- GTBS problem areas	red rectangle	GTBS
- Influential factors	orange rectangle	Influences
- Motivations (for going green)	yellow rectangle	Reasons green
- Motivations (for joining)	yellow rectangle	Reasons scheme
- Non benefits	pink rectangle	Disbenefits
- Overall benefits	green rectangle	Advantages

Map development proved an interesting learning experience resulting in constant improvements. For example, half way through the process, a 'standard' layout representing the *key* decision-making stages was devised to facilitate the next stage of analysis (inter-maps comparison) (see Figure 3.1 below). Though the layout reflected the researcher's own logical representation of the decision-making process, it had no bearing on the actual development of constructs or linkage between these, as flexibility within this layout ensured each map accurately mirrored the corresponding transcript (See Appendix VI for an example of an individual map).

Figure 3.1 'Standard' Map Layout



Note: For schematic clarity 'Concerns' are not displayed as they might occur at various stages

[6] Synonyms were chosen because DE does not allow for style and set names to be the same.

Another improvement was the insertion of line numbers in the concept box to allow respondents to cross-reference concepts as they appeared on the transcript when validating the map. Though seemingly straightforward, the manual insertion of line numbers proved time consuming owing to the sheer number of concepts making up each map and the need to ensure accuracy. Nevertheless it produced clear results and made for an efficient reference system, which facilitated the retrieval of text in the write-up stage. To further facilitate validation, concepts and line numbers on the send-away copy of the transcript were highlighted. While seemingly obvious in retrospect, ideas on how best to present the maps developed through practice in an effort to produce clear and valid results as well as maximise the return rate from validation.

Once drawn, individual maps were tidied, proof-read (no spell checking facility in DE) and carefully checked for validity against the colour-coded copy of the corresponding transcript. This was made easier by the use of colour as mentioned earlier on. As no new or different patterns emerged, map analysis began by running analytical tests on the data. Since the aim of the study was to explore the decision-making process behind the adoption of an environmental profile, the *Explanation* and *Consequences* functions were the key analysis tools used. Respectively, these produced textual chains of explanations for and consequences of a selected concept (in this case the decision to join the GTBS as the ultimate stage) allowing their further exploration (see Appendices VIII and IX for an example). This analysis was conducted on each map, and the output compared across the models.

Inter-map comparison continued by means of collectively examining constructs within each set, and comparing and contrasting these. This process was aided by the *List* facility tool, which allows the listing of selected concepts or sets of concepts. Thus, for example, lists of 'obstacles' or 'influences' from all maps were produced for comparative analysis. Notes of the emerging categories were then made next to each concept and the information processed in the form of a new map, using styles to best display the overarching themes, with the results checked against the final template for further verification.

It was while examining the set 'Reasons green' that a pattern pointing to three

distinct motivational groups emerged. These distinguished respondents according to their rationale for adopting environmental measures:

▪ **Groups**	**Rationale**
- Group 1	financial
- Group 2	financial and ethical
- Group 3	ethical

Owing to the salience of the finding further checks were carried out to detect the presence of any other distinguishing/unifying trait among respondents, as well as identify differences and similarities between respondents within each group. This exercise revealed that one respondent classed in Group 3 was so distinct she must stand alone (Holistic Green); that the three respondents not directly responsible for the decision to go green (see Managerial Cluster, p.119) must be excluded from the above grouping, together with two others whose business had no measures in place prior to joining.

As no other distinguishing characteristics were found, the 'Rationale for going green' became the fundamental principle driving the last stage of map development, that is, the merging of individual maps according to the newly obtained Groups. To this end, maps were first sorted accordingly, and then merged to form a new collective typology model. Though automatic merging facilities exist, this process was carried out manually on several grounds. Firstly, to retain copies of individual maps as these were needed to be sent for validation; secondly, because line numbers in the constructs may be lost or altered in the automatic merging process; thirdly to maintain control as once executed the command is irreversible; and finally to ensure greater ownership of the results. To keep track of the provenance of constructs the source number (corresponding to the original map and transcript) was added at this point, while line numbers, no longer necessary, were deleted to avoid confusion.

Collective maps representing sets were also developed following a similar process as above and compared against the final template. No major inconsistencies were encountered, other than differences in the wording of concepts (which was to be expected given that the respondents' own language was retained wherever possible) and some greater detail originating from the maps. So for example, while previous

coding had incorporated factors such as age and type of building in the broader category of 'financial constraints', these emerged as important operational barriers preventing environmental upgrades at low cost; similarly the effect of unreliable suppliers on environmental standards was an aspect implied under 'reliability of suppliers' but not explicitly stated in the template. Following verification, the final template was refined in light of the CM results, as it, in conjunction with the maps, provided the textual framework for writing up the findings.

Trustworthiness

This section addresses the issue of trustworthiness by discussing the means through which it was ensured. Critics of qualitative research have traditionally challenged its ability to yield 'valid and reliable' results by virtue of their anecdotal quality (Silverman, 2001) and 'uniqueness', which undermine their validity and preclude their replicability in another context. This criticism has however been deflected by qualitative enquirers who argued that:

> by making qualitative research 'scientifically' respectable, researchers may be imposing schemes of interpretation on the social world that simply do not fit that world as it is constructed and lived by interactive individuals (Denzin, 1988:432 quoted in Seale, 1999:3).

Thus, following attempts to deny the need for criteria (Smith, 1984) or adapt positivist criteria to qualitative research, researchers such as Lincoln and Guba (1985) responded by arguing that instead, the issue lies in establishing the "trustworthiness" of a qualitative investigation. This may be assessed through the four criteria of credibility, transferability, dependability and confirmability. The ongoing debate on the appropriateness of criteria for judging the quality of naturalistic research reflects this state of affairs. In the context of this research to reflect the paradigmatic assumptions of the study, Lincoln and Guba's criteria are addressed here in an effort to demonstrate "methodological awareness" (Seale, 1999) and provide a basis for judging the soundness of the study. On a practical level, of particular usefulness were found to be the guidelines provided by Miles and Huberman (1994) and Seale (1999) which, as the authors recommend, were not viewed as 'strict rules' to be followed but as opportunities to question and reflect on the quality of the work conducted.

Credibility

The first construct, credibility, refers to the "truth value" (Lincoln and Guba, 1985:290) of the findings and methods by which these were obtained and aims to demonstrate the "correctness of a description, conclusion, explanation or interpretation (Maxwell, 1996:87). In positivist terms, it replaces the criterion of internal validity. A variety of methods and tests have been developed over the years to increase the validity of qualitative findings. Those relevant to this study included: triangulation, constant comparison, comprehensive data treatment and members' check.

Triangulation involves the collection of data from a diverse range of individuals and settings, using a variety of methods in order to add validity to findings. "By combining multiple observers, theories, methods and data sources" researchers can hope to "overcome the intrinsic bias that comes from single-methods, single-observer, and single-theory studies" (Denzin, 1970:313 quoted in Patton, 1990:464). In this study, triangulation by method was carried out to the extent of collecting documentary evidence on the range and types of measures that the businesses implemented to substantiate claims of action, in the knowledge that this type of information could only corroborate rather than validate the interview data.

Triangulation via other methods, namely observation, was not possible other than during the interview time. Triangulation by source was at one point considered, but since the main focus of the research was on business owners and their motivations, other sources (GTBS organisers, local authorities officials) were not considered. In retrospect, however, the views of alternative sources may have provided a basis for comparison on barriers to action and the scheme. Finally, triangulation by investigator was not an option available in the solitary journey of doctoral research, though supervisory auditing took place throughout the process.

Two "less fallible paths to validity" (Silverman, 2000:177) are the interrelated techniques known as constant comparison and comprehensive data treatment, which involve the systematic comparison of all data fragments in a search for discrepancy. The value of this approach lies in its comprehensiveness, which exceeds the requirements of many quantitative methods, though the difficulty arises in the

comparison of large amounts of data. A similar approach was followed through the development of the analytical template, which involved the constant comparison of data within and across sources until categorisation was complete and, in a secondary stage, through the comparison of the maps against the transcripts and against the template.

Examples of "outliers" (Miles and Huberman, 1994:269) included the case of an interviewee who was alone in viewing recycling facilities as a potential health hazard, a clear reflection, as it transpired, of the respondent having worked in the medical profession; or that of a few others who justified their decision to join the scheme on the basis that membership came free of charge. This claim was denied by VisitScotland, thus raising doubts on the reliability of the information.

'Members checks' (Guba and Lincoln, 1981) is one other validation method that involves subjecting the constructions (as opposed to the data in triangulation) to the scrutiny of the informants to assess their credibility. It may be done at various stages of the research but is particularly useful during final analysis as it helps establish the accuracy of interpretive conclusions. According to Maxwell (1996:94) the technique is "the single most important way of ruling out the possibility of misinterpretation", though Bloor (1997:49) more cautiously regards it as a source of valuable additional analytical material.

In this context, the development of cognitive maps from interview transcripts posed an issue of validity, as the former were not a first hand representation of the respondents' constructions, but the researcher's reconstruction. Seeking respondent verification minimises the risk of errors or misinterpretation. Individual maps were therefore sent out to interviewees with a copy of the interview transcript upon which the map was based. This was done after the summer season to maximise the return rate, as most businesses would be winding down. As time had elapsed since the interview, a letter of explanation requesting the respondents' assistance with this task was attached, along with clear guidelines on how to interpret the map. An example drawn from one of the maps was also provided in the guidelines to make this task as easy as possible (see Appendix VII).

To complete the process of validation respondents were asked to fill in and return an 'Agreement Form', a short slip asking them to indicate their agreement/disagreement with the following statement: 'This map is a fair representation of my interview transcript'. In case of disagreement, respondents were asked to state their reasons in the blank lines provided. To avoid misplacing forms were sellotaped to a corner of the map and numerically coded with the reference number assigned to each interviewee (the same as the one displayed on the maps and transcripts) in order to identify them when returned. A self-addressed stamped envelope was provided to maximise the return rate.

Out of the thirty respondents, twenty stated their agreement. The remaining ten did not return the agreement form, resulting in a response rate of 66.6%. A telephone enquiry to establish the reasons for non-response revealed that two had ceased trading and were no longer reachable; three others had pulled out of the GTBS and would not discuss the issue further; one had not replied because of personal circumstances (illness) but agreed verbally; while the remaining four would not make themselves available on the phone. Given the relatively high return rate and the 100% agreement rate, it was decided not to pursue the issue further.

Transferability

The second construct, transferability addresses the applicability of the findings beyond the context of the study replacing the concept of external validity or generalisability. One distinctive feature of naturalistic inquiry is its capacity to explain a particular phenomenon, setting or population by providing a comprehensive account of its unique characteristics (Maxwell, 1996). But, in lacking representativeness, the data cannot be generalised. The issue is instead one of "fittingness, defined as the degree of congruence between sending and receiving contexts" (Lincoln and Guba, 1985:124) and interpreted by some as the relevance of the findings' to a broader context (Alasuutari, 1995:156).

The task of the researcher is to provide sufficient contextual information ('thick description', (Geertz, 1973) to allow transferability. The aim therefore is not to generalise but to reach reasonable extrapolations, intended as "modest speculations on the likely applicability of findings to other situations under similar, but not,

identical conditions" (Patton, 1990:489). Within the context of this study, transferability was addressed by providing detailed descriptions of the sample and research setting and by placing the findings within the broader theoretical framework to identify their relevance outwith the parameters of the study.

Dependability

The third construct, dependability, addresses the issue of replicability through consistency, hence replacing reliability. While qualitative research does not claim to be replicable by virtue of its underlying assumption (the notion that reality is socially constructed and cannot be controlled), the need exists for qualitative researchers to show "transparency" in their research procedures (Miles and Huberman, 1994b: 438). To meet this criterion, a detailed account of the procedures used i.e. sampling, data collection and analysis, was provided and supported with examples or evidence to enhance auditability.

Efforts to enhance the dependability of the findings also addressed the consistency of the transcription process and of the analysis process. Checks to ensure the reliability of transcripts involve having two people transcribing the same passage and then searching for differences. However, it is argued, that unless a strict format is established and followed, issues of reliability are more likely to arise when transcription is outsourced and the person transcribing has no involvement with the research. Thus, sole responsibility was taken for the transcription process. Additional consistency was achieved by transcribing the interview data verbatim, and by adhering to a clear set of transcription conventions (Kvale, 1996; Silverman, 2001). Analytical consistency was sought through submission of the analytical template to peer and supervisory review; through systematically checking for discrepancies in the coding format over time and within each case; by performing accuracy checks on the cognitive maps before and after merging; and by subjecting the findings to critique through supervisory review, conference presentations and publication of refereed articles.

Confirmability

Finally, the fourth construct, confirmability, addresses the issue of objectivity, the perceived lack of which by conventional canons has traditionally been seen as one

other weakness of qualitative inquiry. Yet, the notions of "absolute objectivity and value-free science" have been challenged by qualitative researchers on the basis of being unattainable in practice and "of questionable desirability in the first place, as they ignore the intrinsically social nature and human purposes of research" (Patton, 1990:55). The actual influence of the researcher on the case and vice versa (reactivity) cannot be eliminated nor can the researcher rid himself of his subjectivity; what can be expected is that the data be confirmable (Guba and Lincoln, 1981:126). This can be achieved by adopting a stance of "empathic neutrality", intended as a stance combining empathy towards the subjects and neutrality towards the findings (Patton, 1990:58). The challenge lies in identifying the role subjectivity plays by demonstrating an understanding of its effect on the data and the inferences drawn from it, and in showing coherence between the end product and the process used to produce it.

On this basis the issue of confirmability was addressed as follows. The researcher's ontological position and her status in relation to the research problem and the people studied were elucidated to enable the reader to draw his own conclusions. Efforts were made to remain alert to the pitfalls associated with the use of interviews so as to remain 'empathically neutral'. Detailed descriptions of the methods and procedures used were provided and illustrated with examples to present a transparent and comprehensive account of the research process, from data collection to analysis. Data was analysed in a state of 'isolation' from the theories encountered in the literature so as to retain an open mind, and analytical interpretations supported with excerpts from the transcripts to substantiate the explanations presented. Finally, to demonstrate awareness and understanding of how biases and preconceptions might have affected the research and its findings a reflexive stance was adopted throughout the process.

3.4 Limitations

Several aspects need to be considered when acknowledging the limitations of this study. From a methodological viewpoint, the first concerns the role of the researcher. As concluded by Denzin (1989:23) "value-free interpretive research is impossible because every researcher brings preconceptions and interpretations to the

problem being studied". Further, since in qualitative inquiry the researcher *is* the research instrument, eliminating such influences becomes impossible (Maxwell, 1996:91).

As stated in CHAPTER 1 the research reflected a personal interest of the researcher and a desire to contribute in however small a measure to the wider adoption of EM practices. The study was therefore shaped by the researcher's own values and beliefs, in spite of efforts to maintain an objective focus throughout the duration of the research. Thus, for example a more sympathetic ear (and writing hand!) might have been offered subconsciously to those who genuinely strived to improve their environmental performance but found their efforts thwarted by lack of support or infrastructure, than to those who simply found the effort too great. Similarly, having interviewed respondents who were deeply committed might have biased the researcher's attitude towards subsequent interviewees.

Further, though not to an ethnographic extent, the researcher found herself 'going native' in some aspects, as interest and environmental commitment grew during the study, prompting attitude and behavioural changes[7]. These combined with greater knowledge and understanding of the research problem might in turn have influenced the analysis and interpretation of results through loss of sensitivity to the issue being investigated.

Related to the influence of the researcher are the biases associated with the use of interviews. Though at first, interviewing may appear a simple straightforward means of collecting data, the method does require skills that only practice and experience will help master. According to Kvale (1996:148) the interviewer should be "knowledgeable, structuring, clear, gentle, sensitive, open, steering, critical, remembering and interpreting". In the case of semi-structured interviews these

[7] One interviewee told the researcher of how as a result of her relatively recent involvement in environmental activities she felt guilty when leaving the tap on whilst brushing her teeth; the same now applies to the researcher! One other interviewee in the passing joked about his son not reusing envelopes but instead 'thrashed them open'! That prompted the researcher to start recycling envelopes. One other interviewee told of how he not only segregated his waste but crushed all plastic containers, cardboard boxes etc. before binning them; ever since the researcher found herself embarking on an active waste segregation and recycling plan of her own household waste, much to the annoyance of her husband who no longer knows in which bin to throw things!

translate into "on the hoof flexibility and adaptability" (Jancowicz, 2000:244) and an ability to listen and empathise with informants without projecting one's views or feelings (Easterby-Smith *et al.*, 2002).

Moreover, interviewing involves personal interaction, which requires cooperation. Easily said, not so easily done. Inexperience and over-sensitivity to situational factors explain instances of leading questions (in situations other than those explained earlier); insufficient probing; unclear follow-up and limited critical appraisal of responses which may occasionally have resulted in a less flexible approach to questioning, particularly when detecting hostility or needing to elicit explanations from less co-operative interviewees.

The fact that, respondents were not always helpful or forthcoming further added to the challenge. Interviews are artificial situations in which respondents find themselves 'forced' to discuss with a stranger issues that often they themselves may not have reflected upon. Thus, aside feelings of nervousness and uneasiness which can affect responses, particularly when these are being tape-recorded, interviews may yield biased results depending on the value respondents attribute to their participation, the degree of trust placed on the researcher and, consequently, their willingness to share or recall information. Nervousness was often observed at the beginning of the interview, and in a number of instances respondents never really relaxed to the extent of talking freely.

Fortunately, on the whole, respondents were happy to answer questions and share their views with the researcher, who might have been perceived as "non-threatening (possibly as a result of age) and may even [have] elicited...sympathy from respondents" (Punch, 1998:87), or contempt from others!! The fact that she was "just a student and don't you come here and tell me what I should or should not do" (I 22:155) was made clear at the very start by one interviewee; while another, in a motherly rather than contemptuous manner, addressed the researcher as 'a learner, you are still a learner, so let me tell you...' (I 16:263). In this sense the researcher's outsider status may both have prevented and led to response biases. Cultural and linguistic differences between the researcher and respondents may also have resulted

in response biases and possible misinterpretations in the transcribing process as genuine misunderstandings might have done too.

On the issue of response bias, a valid point is made by Douglas (1976 quoted in Miles and Huberman, 1994:268) who concluded that "regardless of the degree of trust a field-worker may believe has developed, people...nearly always have some reasons for omitting, selecting or distorting data". Accordingly, respondents may draw a partial picture of the situation, based on answers thought to be those that the researcher wishes to hear. An example of where answers were quite possibly prejudiced is where one interviewee assumed the researcher was conducting the study on behalf of the GTBS or one of its supporting agencies. Unfortunately, this became clear only after the interview from a comment the respondent made, in spite of the researcher having clarified on several occasions that the study was independent doctoral research. The topic of investigation in itself may have been a source of bias as the current debate on environmental responsibility may have prompted respondents to provide 'politically or morally correct' answers that "cast them in a socially desirable role" (Saunders *et al.*, 1997:218).

The inherent limitation of transcripts should also be considered, as these are "artificial constructions from an oral to a written mode of communication". Thus, while a concerted effort was made to contextualise the findings, the fact that "detemporalised, decontextualised conversations" were used as a basis for the analytical and interpretative process needs to be acknowledged (Kvale, 1996:163).

Similarly, the essentially subjective nature of cognitive maps must be recognised as another limitation of the analytical approach. As explained earlier, a cognitive map is a construction produced by the researcher based on her representation of respondents' ideas or constructs. Since the researcher cannot remove herself from the process of creating knowledge, it is impossible to provide guarantees regarding the degree of correspondence between the participants' account and the researcher's interpretation of it. This representation is therefore subjective and bound by the researcher's own view of the world and the research problem. The abstract nature

and intrinsic individuality of constructs pose further limitations on the process of representation and understanding of such constructs. Thus, despite a conscious effort to 'objectively' represent the transcripts and add validity to the maps through the process of respondents' validation, no claim is made that the maps are a perfect reflection of the discursive representations from which they were obtained (Cossette, 2002).

Validation techniques have in fact a number of limitations in themselves. Firstly, an element of doubt remains regarding the no replies, and whether disagreement was the cause behind the lack of response. According to Guba and Lincoln (1981) disagreement can be encountered when the informant does not understand the information or construes it differently; when the information is in conflict with his/her personal values and beliefs, or when it is viewed as biased, threatening or embarrassing. Silverman (2001) also notes that respondent validation is only possible if the results match the respondents' own self-image. Though impossible to establish, these may have been the reasons why some of the participants did not feed back.

Secondly, a one hundred percent agreement rate is not proof of absolute validity. It is quite possible, given the time constraints faced by business owners, that some respondents granted their approval based on a quick and superficial perusal of the map, though many did provide evidence of carefully examining the map and the transcript. Comments such as 'I never knew I spoke with so many uhms and ahs!' or 'It makes me shrivel up with embarrassment at how I rambled on!' indicate many did in fact take time to read through their transcript, possibly out of curiosity!

Thirdly, as argued by Bloor (1997:42) "just as the initial findings are shaped by the circumstances of their production, so [will] the results of the validation exercise". Conventions of politeness and etiquette can in fact influence the nature of responses, particularly where trust and respect have been established. Further, in such cases pressure to grant agreement may be greater even where a lack of understanding occurs. Thus, complementary comments on the validation forms may well have been the product of the above.

As for triangulation the utility of the method as a means of increasing validity has been challenged on the basis that convergence of findings may not be achieved; the methods and sources that are triangulated may be open to the same biases and sources of invalidity (Maxwell, 1996:94); and the comparability of results is questionable as findings obtained with the most suitable method are compared with findings generated by an inferior method, a process Bloor (1997:38) termed "replicating chalk with cheese". In essence, despite their value, validation techniques cannot in themselves guarantee validity but rather are a means of identifying specific validity threats and searching for disconfirming evidence (Maxwell, 1996). On this basis the researcher shares Emerson's (1981) view that rather than a means of testing the validity of findings, validation techniques represented an opportunity for reflexive awareness, which enhanced understanding of the findings and alerted one to the biases these may contain.

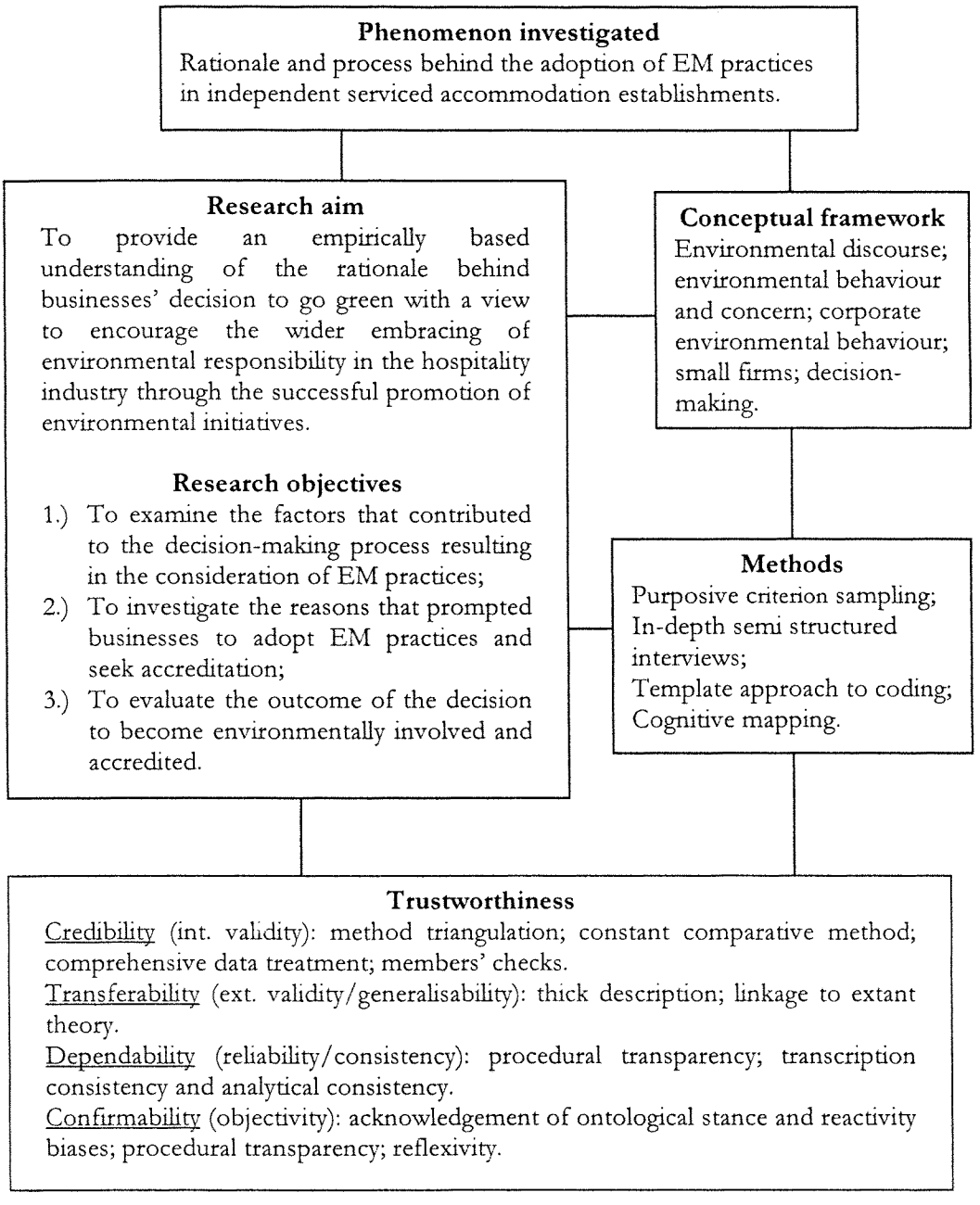
Finally, the limitations ensuing from the sampling strategy should be considered. Clearly no claims of representativeness can be made as the purposeful selection of informants precludes it. Thus, the researcher acknowledges that not only do the results offer a partial view of businesses' rationale for going green, they might be all the more prejudiced by the fact that the sample consisted of businesses that were firstly, environmentally active; secondly, environmentally accredited and members of the GTBS; and thirdly, willing to participate and have their views tape-recorded. Arguably, the fact that the sample was further selected on the basis of type of business and ownership status, and to a lesser degree, location, is another limitation in terms of transferability. Hence, the findings should be interpreted with caution and their relevance outwith the parameters of this study considered carefully. However, it is noted that owing to the nature of the research problem and, consequently, of the investigation, sample representativeness and hence, generalisability, were not criteria that were sought in this study.

3.5 Summary

This chapter detailed the methodological approach taken by the study in its investigation of the rationale and process behind going green. It established that the research evolved within a constructivist paradigm, assumed a relativist ontological

stance and a subjectivist epistemology. Accordingly it followed an interpretative qualitative approach, using purposive (criterion) sampling, in-depth interviews as the data collection method, a template approach to coding and a cognitive mapping approach based on Kelly's (1955) Personal Construct Theory as the method of analysis. A detailed account of how the trustworthiness of the research was ensured and of its limitations was also provided to assist the reader in the evaluation of the study. An overview of the research design in schematic form is shown below. In the following chapter the research findings are presented, using the template developed in the analysis as the guiding framework.

Figure 3.2 Research Design



CHAPTER 4

Findings

4.1 Introduction

Having explained the methodological approach used, this chapter presents the findings of the research. In the interest of consistency, the structure broadly follows the template developed in the first stage of analysis. Section 4.2 starts by illustrating the rationale behind businesses' involvement in environmental activities, Section 4.3 details the process by which this occurred and Section 4.4 the circumstances leading to participation in the scheme, while Section 4.5 presents the reasons for joining the GTBS. Section 4.6 then reports on the factors that contributed, directly or indirectly to the adoption of environmental practices, with Section 4.7 providing an overview of the measures implemented. The perceived barriers to action (Section 4.8) and the benefits accrued (Section 4.9) are then presented, followed by a brief review of the collective feedback on the GTBS' performance (Section 4.10) and on guests' response to environmental practices (Section 4.11). Section 4.12 summarises the main findings, thereby concluding the chapter. Cognitive maps produced with Decision Explorer (the software used for data analysis) integrate the analysis to best illustrate the key aspects of the research findings.

4.2 Reasons for the Adoption of EM Practices

Before reporting on the rationale behind the adoption of an environmental profile two important points need clarified. Firstly, it should be noted that with the exception of three establishments that did not have any measures in place prior to joining, all businesses participating in the study claimed to have been environmentally active before joining the Green Tourism Business Scheme; of these one had attempted to introduce an EM programme but had been unsuccessful due to the lack of a guiding framework. This indicates that participation in the scheme was *not* a premise for environmental action, but rather an incentive for *further* action. It follows that a distinction is necessary between the reasons for joining the scheme and the motives behind the consideration of alternative practices. To this end, the former

are explored separately from the latter.

Secondly, although interviews were to take place exclusively with the owner-manager in order to gain a first hand account of his/her motivations, in three occasions this could not be achieved and the interview took place with the person in charge of the environmental programme, rather than the person directly responsible for the decision. The views of these three managers, identified as the 'Managerial Cluster' (MC) are therefore dealt with separately at the end.

Reported in this section are the reasons behind the decision to adopt environmental measures. These therefore reflect the rationale of only those who were active before joining, including that of the owner-manager who had attempted to go green. The analysis showed that the introduction of environmental measures took place on economic and/or ethical grounds. Each dimension is examined in turn. A classification of respondents according to their rationale is then proposed, followed by the reasons for action by the MC.

Economic Motivations

The prospect of reducing costs by increasing levels of operational efficiency was found to be a largely dominant motive. While some stressed cost reduction:

> ...*and what were your motives for becoming environmentally involved?*[1]
> ...financial to be honest, we have a 150 mile trip to empty our rubbish, the council charge us rather a lot of money for our bin permit so it made sense for us to reduce the amount of rubbish we got rid of, so our first thing was to think how we could reduce the rubbish and then gradually we started implemented other measures. As we learned how to save on the fuel through better insulation and so on and on the water so we introduced things that reduce the water flow or we put the waterless urinals in the gents toilets which use no water at all, it's all NASA technology...so that was the reason we started putting in the green measures, it's all financial...so yeah as I say we do it largely because it helps at the end of the day reduce the bills... [12/9; 81; 214][2]
>
> (Refers to towel policy) it saves a wash and it's cheaper for us, helps us keep our costs down... [21/55]

others justified it as means of boosting profit levels:

> ...when it started off, it had nothing to do with the Green Tourism thing, it was to

[1]Quoted text in italics is spoken by the interviewer.

[2]The numbers in brackets reference the interview and transcript line number, whereby 12 refers to the interviewee code and 9; 81; 214 to the line numbers in the transcript.

> save money and make some more profit. I mean why have the normal light bulbs when in the winter you need them on 16 hours a day, why burn fuel if it costs money? To me if you are in business you want to operate efficiently because you are in it to make a profit! [19/440]

> ...I suppose my reasons were to save money. When I came into this business I was aware that great savings could be made in many areas and if one was hoping to have a high gross profit margin which we do, it was very necessary to put certain things into effect, so that's what we did, I mean we run here at 80% gross profit and that takes a lot of doing, but I have done it for years now and it does pay off! [13/83]

Though the adoption of environmental measures as a means of controlling costs was in most cases a gradual process aided by replacement or upgrading requirements, a range of factors resulting in higher running costs were identified as catalysts for action. These were the rising charges levied in connection with waste disposal (bin permit, waste uplift, bin bags), the installation of water meters, the rise in fuel price and the forthcoming introduction of the Climate Change Levy (CCL). These changes were mentioned as a justification for the decision to look for alternative, more cost-effective practices, as explained by this owner:

> ...the very thought of buying plastic bin bags at 40 pence each to get rid of one's waste is ridiculous! I mean if I was generating more waste OK I don't mind, you know, paying my way, but the way we do it it's not necessary because we separate everything and flatten it and we do it efficiently so as I say I do it to save money, the incentive for me is that small amount of money, the few pounds a week that I can save which even to me is important because I will not pay if I don't have to! [13/288]

Rather widespread was also the belief that environmental measures are 'good management' and that any business aiming to operate efficiently should take these into consideration. Some respondents were more adamant in supporting this view than others, arguing that "it is simply common sense put into practice". Interestingly, the intensity of conviction appeared to be directly proportional to the perceived value of the benefit accrued. Thus, strong positive feelings were observed where significant savings had been made:

> ...it's absolutely common sense! At the end of the day it's purely common sense. I think any business that doesn't actually put insulation or energy saving measures must be out their minds! If they want to actually watch pounds burn! [12/581]

> [Energy efficient light bulbs] are a good investment business wise because they are very economical to use, they only burn 20% of the energy that they give out, so how any hotel can exist today using regular light bulbs I do not understand! [13/22]

Conversely, respondents who were not forthcoming in acknowledging benefits shared more moderate views:

> ...it's just common sense really as much as anything I mean I wouldn't consciously put myself in the green camp or anything it just makes sense to do it... [3/108]

> ...you know it's just common sense as opposed to throwing things away! [15/60]

As shown by the above excerpts, cost control was a driving force behind the adoption of environmental measures. The other important motive was social responsibility.

Ethical Motivations

The analysis suggested that ethics played as significant a role as cost control in businesses' decision to consider alternative practices. Expressed in its simplest form as a moral obligation or desire to contribute, social responsibility emerged as the other important driver of environmental commitment. Articulations of this feeling were diverse and multi-faceted, but most notably were indicative of the respondent's values and degree of responsibility s/he felt towards the environment. All in all, justifications for action evolved around three main themes: "to do my bit"; "it's the responsible thing to do" and "it's the right thing to do".

To Do My Bit

"To do my bit" was the expression that epitomised the pattern of response across the sample, with little or no variation,

> ...we are doing something, you know we are doing our bit... [4/576]

> ...oh well it would be just to help, doing your little bit for the environment... [9/631]

> ...we do our thing, that's our contribution... [17/547]

though interpretations of the concept were manifold, providing in some cases an indication of the issue of most pressing concern to the individual. Thus, with some, the desire to contribute expressed a wish to improve the current environment for the sake of present and future generations:

> ...I'd like to create a cleaner environment for future generations, because it's fundamentally important to the business here and the community at large... [10/455]

> ...as I say, the idea of getting involved was not particularly to benefit the business, it was really to just benefit the community, if I can be as general as that... [3/294]

Interestingly, two of the respondents who shared this view had no children of their own, thus suggesting a genuine philanthropic dimension to their commitment. Some

were more specific about the intended beneficiaries of their action and included their immediate environment in the equation, starting with their children:

> ...I have a 13 year old daughter so I think it's all important that we should be setting an example, passing on what we are doing, hoping it rubs off on our daughter and the next generation, also to set an example with those that you live and work with...[17/281]

Among these, one respondent placed strong emphasis on the healthy dimension of living and operating environmentally responsibly for the good of society as a whole, a concept endorsed by only one other interviewee who viewed his decision in equally positive terms:

> ...I always talk about having a healthy environment, a healthy culture, a healthy attitude, everything that you do is positive and it's the right thing...[20/158]

Others equated "doing my bit" to reducing their impact on the environment, mainly in terms of waste reduction:

> ...we want to do something to help because I find waste annoying. If you look at what junk mail you get that really irritates me because how much we bin it's 99% of it and yet we just waste the environment...Waste it's just something that you know anybody should be concerned about! [19/82; 271]

> ...it absolutely makes me mad (refers to the fact that newspapers he has separated and taken to the skip are then mixed up with all other waste) so yes I suppose I am a bit interested in the environment when I think about it otherwise it wouldn't upset me anymore but it still does because I think it's such a waste, it's good clean newspaper and again it just goes in the hole in the ground (sighs)... [13/200]

For others, contributing also reflected a desire to preserve the current environment. Explanations for action were often grounded in a genuine interest in nature and the welfare of its inhabitants:

> ...I like wildlife, I love my birds in the garden, when you go out walking I hate seeing them all caught in, you know, plastic metal wires and all the rest of it ...[29/340]

> ...we care for the environment, we care for animals...I mean we like the country life and we like it to be kept it this way... [4/74]

For some the desire to preserve the environment was fuelled by a quest for beauty and the retention of the natural equilibrium:

> ...it's living in such a beautiful place I'd like to keep it that way to be honest... [18/10]

> ...I think I just want the country to remain beautiful, and you know remain a balance of nature so to speak and stop this awful materialism spreading, their concrete and their tarmac and fumes... [5/521]

Many echoed this view, in sharp contrast with one individual who truthfully admitted his efforts were primarily aimed at preserving 'his own' environment:

> *and what would you say are your motives for being green?* So that my environment is not spoiled, I know it's very selfish but (smiles) yes that is what motivates me, quite selfish I know but on the other hand I don't like to see when I move out of my particular area to see it unspoiled, it annoys me... [7/319]

Admissions of this kind were rare to come across, but help to shed light on the selfish dimension of environmental behaviour. As it transpired, environmental action was frequently associated with personal gain. A recurring theme was in fact the intrinsic level of satisfaction gained from "doing one's bit". Though most acknowledged it as an added benefit to their overall efforts, some, perhaps out of greater honesty, provided it as a justification to their actions:

> ...to contribute =*could you perhaps elaborate on your reasons for wanting to contribute please?*= well, it gives me that wee bit of satisfaction (laughs uncomfortably) satisfaction is probably not the right word for it but just yeah it makes me feel better ...[3/141]

> ...we just feel we see what's happening and we just want to do our bit, 'cause it makes us feel better, makes us feel better ourselves that we are committed to doing something for the environment... [4/280]

> ...it salves my conscience a wee bit, that's all... [6/291]

It's The Responsible Thing To Do

A less prevalent view held that looking after the environment is the responsible thing to do. Rooted in the underlying belief that as human beings we have a responsibility towards the planet and future generations, this was a justification put forward by fewer individuals, who conveyed their deep-felt sense of duty with the tone and language they used to answer questions, often unprompted as in these examples:

> ...I think it's incumbent on us all to be careful and take care [28/195].

> ...I think the outspoken thing is the fact that as human beings we have a responsibility for the planet and for the people that come after us, and I don't say that glibly, I really do believe in that. I would hate to think that people like me are fouling up the planet for it would be a terribly irresponsible thing to do and we deserve to be damned if that's what we are doing! [20/298]

Confirmation of these respondents' pronounced sense of responsibility came also through their argument that individual responsibility should extend to activities carried out by the business and not only by the individual:

> ...in all honesty Nadia I think it's the responsible thing to do. I have a responsibility

> towards the staff here, I have a responsibility towards hotel guests but at the same time you have this responsibility towards the environment. So you try to create an environment which people will feel good that they are working in and living in...I just think it's about being a healthy responsible business and I really mean that! [20/131]

It's The Right Thing To Do

One other justification put forward by a number of individuals was based on the belief that environmentally responsible action is not only the responsible thing to do, but also the "right thing to do", both from an individual and a business perspective. Two respondents in particular were strong advocates of this view, which reflected their firmly held moral values and deep-seated concern for the environment based on high levels of awareness. In the first case the constant repetition of the expression in answer to various questions gives some indication of individual's viewpoint:

> *did you have any concerns when you first got involved?* I think one of the big concerns is that [when] you set out to do something like this you know in your heart that it's the right thing to do, but you say to yourself will you actually do it? [20/435]

> ...I maybe sound a bit dogmatic here but how could it *not*[3] be the right thing to do? From a business point of view I could prove that we could cut our costs... [20/367]

> ...I hope I don't sound glib in saying that but we want to do the right thing and it is the right thing to do. I mean it's part of what we do now it's not out there in isolation, you know we must do this for the Green Tourism Business, no it's part of everyday life in here and that's what these things should be, to me is the way in which we work, we do our business. These are good practices. I mean it will be with us for the rest of the existence of this organisation, it's a simple as that, it's become part of what we are! [20/550]

In the case of one other owner the particular choice of words is a clear illustration of her conviction that one must listen to one's voice of conscience and act out of belief:

> ...X (the business) would not be X if we were not environmental, it's just it's a total way of living =*and what if your husband had had a different attitude*?= nobody can have a different attitude they can start off with a different attitude but when you say about toxic substances and the ruination of the one and only earth we have who will actually say 'No, this is wrong'. But, there is no good saying all this you know you've got to be prepared to stand up and be counted, 'cause at least people will know, so when you believe in something you have got to act and really stand up for it! [16/879]

a view echoed by another respondent, though in less emphatic terms:

> ...we have a whole web page dedicated to the ethos of our business, our mission statement explaining what each of the accolades are just so that people are aware, because if people like that kind of business then that's another attraction for them to come and why not I believe in it, you know it helps something that you believe in, which gives you the motivation to want to be better... [21/122]

---

[3] Quoted text underlined and italicised indicates emphasis

As shown by the above passages, the association of the business' environmental performance with its business identity was a recurring theme. This should come as no surprise given the highly personalised manner in which these small firms were managed and the extent to which the business' corporate identity tended to mirror that of its owner. This quote further illustrates the point:

> ...I mean this hotel is my home, I live here, everything about this hotel is a reflection of me everything about it, from the walls inwards you know inside the building all the grounds everything is a reflection of me and the standards I have as an individual. This is my home so I want people coming here I want to attract people that I would want to be in my home, so if you make it nice you make it right then those are the people who come and it makes life so much easier, nice customers, nice staff, nice environment! [21/126]

Typologies

As has been seen, involvement in environmental activities took place on economic as well as ethical grounds. Cost reduction was a dominant motive for the majority of interviewees who recognised the saving potential realisable with good environmental practice. On a similar scale, social responsibility values featured prominently in respondents' justification for action, suggesting that profit was not exclusively accountable for the adoption of environmental measures. The extent to which commercial or ethical motives, or indeed both, were *the* driving force behind the decision has, however, not yet been examined and shall be the focus of this section.

The comparative stage of the analysis with the use of DE revealed a pattern showing four distinct groups, driven by commercial and ethical considerations either in combination or single-handedly. The typologies exclude the three managers who were not personally responsible for taking the decision to go green, as well as the two businesses owners who did not have environmental measures in place prior to joining, since in their case the adoption of environmental practices occurred in response to participation in the scheme. Reflected in the label assigned to each group is the underlying motivation for undertaking action: the Profit-motivated Greens (PMG); the Practical Greens (PG); the Ethical Greens (EG); and the Holistic Green (HG). A map display representing the four typologies, their rationale and decision-making process culminating in participation in the scheme can be found at the end of this section.

The Profit-motivated Greens

This group, the smallest of all, consisted of four hotel owners, who for reasons of cost control had decided to introduce environmental measures. At their own admission, these individuals identified the cost benefit as the driving force behind their decision, perhaps as a reflection to what was also their motivation for being in business:

> ...My reasons? Basically to save money. I have done several talks for the environmental scheme and what I always stress is that it's a two way trade with this saving the environment for a business such as ours: you can do it to make yourself feel good and say I am protecting the environment or you can do it for the reason that I did it, for greater efficiency benefits, greater financial benefits, and that has paid off hands down for us! [13/83]

In fact some were adamant that profit could be the only true reason for going green in a business context:

> ...if I am really honest financial, that was the reason we started putting in the green measures and I think that most people if they put their hands on their heart would say the same, it's very few people who would say "Oh uauh, it's absolutely fabulous this place I live in, I must do something about it" I mean there is a few of them out there right enough, but I think if you are talking about businesses most of them are looking at their bills going up you know "Oh God the electrics are up we better put some low energy bulbs in" or "We are loosing a lot of heat we'd better insulate the building" or "The rubbish is costing us a fortune we better start reducing it" and I think that's how it is... [13/81]

Perhaps not surprisingly given their motivation, all in this group angrily pointed to rising operational costs as a determining factor behind the consideration of environmental measures. Increasing energy, waste and water charges had in fact prompted amongst other things the installation of energy efficient lighting and heating equipment, the implementation of waste reducing measures (increased recycling, waste segregation) and the adoption of a sheet and/or towel policy to reduce laundry costs. The prospect of improving operational efficiency and thus of increasing the profit margin was therefore a strong motivator for this group of respondents who, on the whole, appeared to be highly aware and knowledgeable of the products and measures available in order to operate efficiently. Their awareness was often matched by an apparent long-term vision and available capital:

> ...we thought, what can we do about electricity? So for example simply by counting up the number of chandeliers we have here I mean we have ten chandeliers, each holding five 40W bulbs and that's a lot of electricity being used all day, so we decided that it was worth investing, it was over £250 to replace all these light bulbs, but we have since not had to replace them and have made significant savings, our electricity bill is down...[26/135]

> ...don't think that it doesn't make my heart bleed when I have to buy these light bulbs at £9.75 each or thereabout! You know we are putting chandeliers at the top of the stair and each takes 16 of these damn bulbs but there is the comfort that they might last 6 years and use a fraction of the energy the other use, so it's worth it! [12/215]

While profit maximisation was the driving force behind these individuals' adoption of environmental practices, that is not to say environmental preservation was of no interest to them. Most in fact did express a concern for the gradual degradation of the natural environment, while indicating it was perhaps not high in their list of priorities:

> ...I wouldn't put it as a high concern, we are aware of it yes but, (pause), well we are just conscious of it... [13/90]

a statement later clarified by this argument:

> ...it really doesn't matter for the environment whichever reason you do it for as long as you do it. If you do it to make yourself feel good well you get the financial spin-off, and if you do it for the financial spin-off and then the environment benefits as well and everybody benefits...[13/105]

Interestingly this and one other respondent later admitted to a rise in their personal level of awareness and concern following their involvement in environmental activities:

> ...the whole thing starts to grow, I mean one does start to generate a certain amount of enthusiasm for it, one becomes very conscious of where one gets rid of one's waste and different things like that, whereas other people would just put it in the skip and it would go into the refuse cart and be dumped, you know, there are other ways of getting rid of it or recycling it...[13/235]

> ...I think it does actually get to you, I mean for example now I feel very guilty if I was to even leave the tap running while I am brushing my teeth, you know I don't, I turn it off and little things like that, you become more aware... [12/165]

The adoption of a wider range of measures, some of which were now undertaken on charity or conservation grounds, can be seen as a reflection of a rising environmental conscience, though financial considerations kept playing a role, as can be expected with businesses whose commitment of good environmental practice proved to be primarily cost driven:

> ...now we do an awful lot more because we are aware of the environment rather than just for business reasons. So now we are involved in projects like otter survival funds, we have natural wild otters round here so it makes sense for us to support them, we are involved in local projects building a pond, planting out things on the village green, we started recycling guest newspapers 'cause we get millions of them, we have been turning those into paper logs (laughs) so many we just give them out for the older folks =*out of charity or*?= well you know you can only compost so much newspaper if we start putting the newspapers in the bin it's going to be back up to square one in

> terms of cost, same with the soap, we give away those to the local schools cause I mean the guest use them once we have to throw them away, schools kids aren't fussed! [12/20]

The Practical Greens

Sheer commercial reasons were not the only motive behind some participants' decision to adopt alternative practices. In contrast to the above group, some did in fact justify their decision on both economic *and* ethical grounds, arguing that it simply makes sense to have EM measures in place. Labelled 'Practical Greens' on the basis of their pragmatic rationale for operating environmentally, these individuals formed the largest group (12), consisting of five hotel, four guesthouse and three bed & breakfast owners. Answers such as these provide some indication of the reasons behind their decision:

> ...things like reusing you know making a second use out of things by looking after rather than throwing them away a lot of it it's just to save money, turning newspapers into logs for example saves money on fuel but then you are also saving the environment so that's a reason in itself... [18/20]

> ...I suppose as soon as we all do something about it the better, I mean we have a heck of a long way to go but it's like everything you have to start somewhere and every little helps. The low energy bulb obviously you are saving on energy, they are supposed to last so you are not having to change things, there is a cost benefit there as well as an environmental one. At the end of the day if you are doing your bit but I think you are also rewarded financially, if you are taking measures then you say to yourself well this must be saving me money, there is an incentive in doing these things not just to benefit the environment and people that you live with, but you are also not paying as much... [17/25]

> [refers to towels]well why change them everyday if people really are not too bothered if they are changed or not? So, wastage, the energy cost, time all these things, really it's the same with the small kettles people would fill the large kettles up to the top for two cups of tea, it's nonsense. Why I recycle and segregate the waste? Well cost for one (sighs) and the environmental issues that go along with waste disposal because I think it's terrible that people throw out what they do, so we try to reuse you know anything that is suitable for reusing...[30/57]

Captured in this pattern of response is the duality underpinning the PG' rationale for action as the two dimensions (ethical and economic) almost always emerged alongside each other, though in some cases one or the other seemingly dominated:

> ...there are different strands to why we as an organisation would do it, from a business case point of view I could prove we could cut our costs, so it seemed to me to make sense that if I could someway rather reduce the costs in here through being environmentally friendly it would be positive for the business...but the outspoken thing is the fact that I think that as human beings we have a responsibility for the planet for the people that come after us, I really do believe in that...[20/298;367]

> ...I think everyone should try and do their bit and if everybody did a little bit that would be a lot but it's not all. There is some selfishness in amongst it as well, in that I think that if you are in business then you are in business to make a profit...I mean to me if you run a business efficiently then you automatically should qualify for the Bronze, if you don't I think your business acumen is seriously questionable, so if you can save money you are going to have more to reinvest, to maintain the standards you want to achieve. If they want to call that being green then, fine by me, but I have always been green, I mean, that's the way we work, just doing sensible things. Why burn more fuel than you have to if it costs money? [19/253; 480]

Similarities between respondents extended to the tendency many exhibited to answer questions in a dispassionate, uninvolved fashion with very few evident bouts of emotionality, as commonly encountered in the other groups. In fact some were almost dismissive in providing what was this group's most frequent justification,

> ...well it's just something that made sense as much as anything (sighs) I mean to get a second use out of paper or bottles or whatever, it just makes sense, that's all! [3/108]

though some seemed more convinced:

> ...firstly from a business point of view I think it makes good business sense. Take recycling, it makes sense to recycle properly, there is a financial incentive there, an incentive to do what to me just seems to be normal good business practice... [2/129]

> ...well it's just sensible to look after your environment, I am quite happy to do all these sensible things plus things like the low energy bulbs well they are economically sensible, in fact a lot of the green stuff is just plain economically sensible! [1/494]

A further indication of their moderation was language-related in that respondents hardly ever diverged from the "to do my bit" catchphrase when justifying their decision on ethical grounds. The only one exception was the previously cited hotel owner [20] whose tone and choice of words explicitly conveyed his heartfelt commitment and sense of responsibility. Though dissimilar to the others on this basis, this respondent's simultaneous acknowledgement of economic motives accounts for his belonging to the PG.

The Ethical Greens

The adoption of alternative measures had occurred on less pragmatic grounds in the case of a third group of participants who only acknowledged ethical motives as their reason for action. As the second largest group in the sample (8), Ethical Greens were a mixture of small hotel and bed & breakfast operators, one guesthouse and one restaurant-with-rooms owners, whose existing environmental record had gained them easy entry in the GTBS.

The unifying feature about this group was the fact that respondents unilaterally omitted cost reduction from their discourse when questioned on their rationale. Interestingly, the majority also failed to acknowledge any financial benefits as a result of introducing measures. The few that did tended to dismiss them as unsubstantial or not worthy of consideration, as in their eyes the cost of using environmentally friendly products outweighed the economy made elsewhere. Similarly, cost efficiency was readily identified by only two respondents. Thus, responses revolved around social responsibility issues and were rooted in participants' underlying desire to contribute and minimise their detrimental impact on the environment:

> ...the environment is an issue of great concern for myself and I have extended that to our business. I lived in North America for three years working in the caverns of the Rocky Mountains and I also lived in Germany for some time and living in these societies one is very aware that you act like a responsible citizen. Unfortunately unlike these societies, ours is not yet structured to cope, nor has it got the right mindset. Take litter, a simple issue like litter, I think it's absolutely despicable that in this country one sees litter being discarded constantly when elsewhere it's considered a crime to discard an aluminium can, let alone dumping rubbish on the street... [22/50]

> ...I have always tried to avoid harming the environment, wherever possible I try to do things that in my mind I feel are better for the environment, of course (sighs) there is always more you can do but I specifically avoid things that I think are harmful to the environment, for example paints I try to use the environmentally friendly ones, we don't waste the paint that we use we don't throw that half full can of paint away, we use it somewhere else or we give it to somebody so, I am quite careful about the products and practices I use... [10/96]

This desire often manifested itself through a heartfelt sense of duty which many gave evidence of in the course of the interview:

> ...I think we should accept responsibility for our environment. I think the great thing nowadays is you want someone else to be responsible for everything, I think that's wrong, I feel everyone should take some responsibility for what we are doing, accept the fact we are making a mess of things and change it! [29/340]

> ...well I feel that businesses should act responsibly. They don't have some sort of carte blanche like they don't belong to society, they are as much as society as anything else, just because you are a business doesn't mean to say that you have to be, you know, totally ruled by accountants as it were who are seeking only the figures! [10/85]

The realisation that the business, and in the case of many, their livelihood, relied on the quality of the environment being preserved often strengthened this desire, as explained by this owner:

> ...I think it's incumbent on us all to be careful and take care...when you operate in an area well Scotland in itself that attracts people because of its unspoilt beauty, you realise I think that as a business we rely on it being kept that way, so that's something that we want to maintain and make an effort in maintaining... [28/190]

Ethical concerns were thus the driving force behind the commitment of this group of respondents who, in contrast to all others, did not claim economic motives as a reason for action, but instead seemingly acted out of a sense of responsibility towards society and the environment.

The Holistic Green

In spite of sharing the same concerns as the EG there was one individual in the sample who could not be classed in that same category without compromising the whole group's profile. Her passionate and unconditional dedication to the environment was in fact unmatched, as was the extent to which her commitment was translated into action. Her immediate enthusiasm for being contacted and asked to participate in the study and eagerness to share her views was a first indication of this attitude, later confirmed by her use of language and fervent tone when providing answers or discussing topics, as in these two examples:

> *To what extent is the environment an issue of concern for yourself?* Oh, I care, I care avidly for the environment and I am over-anxious that we are not looking after it well enough... [16/245]

> ...it's marvellous, absolutely marvellous! There is a healthy feeling when you've been outside doing something, you get this tremendous feeling that you have accomplished something and when you see that little seed that you have planted grow and then you manage to eat it and somebody really enjoys eating it you think oh give me another one to plant quick! I mean right now I am in the process of planting up my garden again and I just love it! I love this little germination thing and thinking this is my little baby you know growing, I just love it oh! (laughs wholeheartedly) I am an enthusiast for anything, I am an enthusiast for life because life is wonderful, but the minute you don't enjoy it, the minute you think 'That's awful' or 'Och, I can't be doing with that', well, you've lost it! [16/230]

Thus, when questioned on her motivations it was perhaps not surprising that a totally distinctive answer should be provided:

> ...I view it as a healthy choice. Environmental policy such as in X (the business) is a healthy choice. I mean how can I explain this, you wouldn't willingly go and eat and drink smell or touch something toxic would you? And to me because it's environmental it's non toxic and it's something that I want something I need for my life, I couldn't bear with up-taking something that was not suitable for my system, in any form. But it's not only for me, I wouldn't like my staff I mean I sort of have the best staff in the world I wouldn't want them to touch things that could harm them, that wouldn't be fair on them., so yes a healthy choice but not just a healthy body, holistically healthy, healthy atmosphere, healthy feeling around the house and healthy environment...it's holistic! [16/798]

Frequent, spontaneous elaborations interspersed with at times rather long digressions

were typical of this respondent who shared her conviction with a degree of intensity rarely encountered across the sample, often becoming so engrossed in the conversation that it verged on soliloquy! Her all-encompassing view of the world further distinguished her from the somehow narrower perspective offered by other interviewees:

> ...you've heard me saying the same thing all afternoon long, it's holistic. But you see the word environment it's such a tunnel vision word, if you went out into that street and stopped somebody and said "Tell me about the environment", they would say "Well we shouldn't be using bleach and I recycle my papers and I recycle my glass and my cardboard" you know and all that but what I keep trying to say is that the word environment is everything...it's a holistic thing, caring about the environment is not just saving water and recycling waste and so on it's about people, it's about caring, if you have got caring people that care enough about each other they care more about what's around them and the environment is part of that, do you see what I am getting at? =*oh I understand yes*=...there has got to be that deep caring, Nadia, and if you take nothing else out of this whole thing, just remember that the whole world revolves round people... [16/840; 225; 280]

This simple analogy of the world as a larger version of one's bedroom effectively illustrates her view:

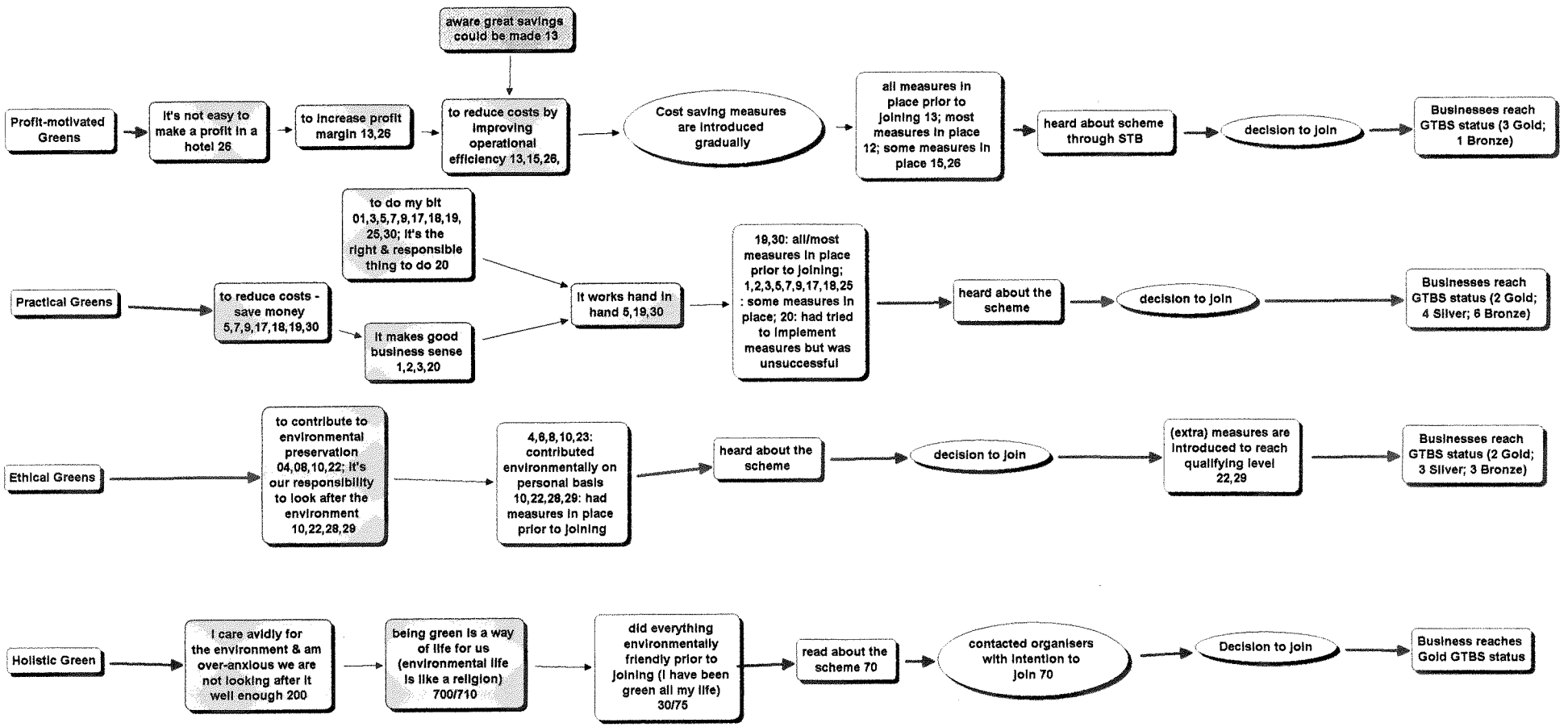
> ...now everybody has got their own bedroom flat, you want to keep it nice don't you? You do, you want to keep it nice and you wouldn't be happy if people came in and dumped stuff, so that's your room now take it to your house the very same, now take it to your island we don't want people coming in and throwing litter down and making a mess of it, if there is litter you pick it up, you'd want to have all the things that are natural to that place, so if you take it to Britain, if we all thought of it as our own...I think that if you think of it as your own bedroom, think of the universe as a larger version of your own bedroom you wouldn't want to harm it...If you had a little fire in your room that kept making a hole a mark in your ceiling and then eventually bore a hole in it, you would stop the fire wouldn't you? And I think that's what it all comes down to... [16/154; 623]

These words are further evidence of how the respondent wholeheartedly endorsed the concept of "doing my bit", in contrast to others whose failure to elaborate on the issue suggested a lesser degree of conviction and certainly a lesser emotional involvement. An involvement confirmed also by the emphasis she placed on educating others (her reason for joining the scheme) about what she called "environmental life":

> ...I mean it's like you'll have heard the say "Life is not a dress rehearsal"=*yes*= well that's it, you've only got one life and each day can you honestly lie down in bed at night and say ' I have done my best today?' And if you think you have except for that, that and that, that's poor. Only if you can honestly lie down and say 'I have done my best today' and really mean it, it's easy to say but really really mean it, then you are living what I call an environmental life. It's like a religion, environmental life it's like a religion that's exactly what it's like because you must follow it through it in every part

> of your life, it's not what you are going to show an inspector it's not what you are going to show a PhD student it's what you are actually doing, you know you really have to believe in what you are doing... [16/879]

Needless to say that examples of her undying commitment to her environmental life were countless and by far exceeded best practice (as intended by the rest of the sample), as virtually all tasks were routinely carried out in an as sustainable manner as possible, and had been, it was claimed, since day one. Unique in her totally integrated approach to sustainability and her unquestionable dedication, this character was clearly the exception and was for this reason classed separately. Refer to the map on the following page for a display of the decision-making process and motives of the four typologies.


aware great savings could be made 13
Profit-motivated Greens
It's not easy to make a profit in a hotel 26
to increase profit margin 13,26
to reduce costs by improving operational efficiency 13,15,26,
Cost saving measures are introduced gradually
all measures in place prior to joining 13; most measures in place 12; some measures in place 15,26
heard about scheme through STB
decision to join
Businesses reach GTBS status (3 Gold; 1 Bronze)
to do my bit 01,3,5,7,9,17,18,19, 25,30; it's the right & responsible thing to do 20
Practical Greens
to reduce costs - save money 5,7,9,17,18,19,30
It makes good business sense 1,2,3,20
It works hand in hand 5,19,30
19,30: all/most measures in place prior to joining; 1,2,3,5,7,9,17,18,25 : some measures in place; 20: had tried to implement measures but was unsuccessful
heard about the scheme
decision to join
Businesses reach GTBS status (2 Gold; 4 Silver; 6 Bronze)
Ethical Greens
to contribute to environmental preservation 04,08,10,22; it's our responsibility to look after the environment 10,22,28,29
4,6,8,10,23: contributed environmentally on personal basis 10,22,28,29: had measures in place prior to joining
heard about the scheme
decision to join
(extra) measures are introduced to reach qualifying level 22,29
Businesses reach GTBS status (2 Gold; 3 Silver; 3 Bronze)
Holistic Green
I care avidly for the environment & am over-anxious we are not looking after it well enough 200
being green is a way of life for us (environmental life is like a religion) 700/710
did everything environmentally friendly prior to joining (I have been green all my life) 30/75
read about the scheme 70
contacted organisers with intention to join 70
Decision to join
Business reaches Gold GTBS status
Decision
Green status
Influential factor
Motivation

Motivations of the Managerial Cluster (MC)

Reported here are the motivations of the three hotel managers who had joined the business after the decision to adopt a green profile (and join the GTBS) had been taken and who had thus 'inherited' the responsibility to bring the business to the qualifying standard for the award. In other words whilst being presently in charge, the decision to introduce environmental measures had not been their own but the owner's:

> ...I can't I can't obviously take credit for that because although I came here almost three years ago the ball had started rolling before that, the owner and managing director here had very close links and was involved in various committees involved with tourism and had obviously come across the Green Tourism Scheme and had taken the decision to become part of it. I think they had a few measures in place but that really was what kicked it in, as I say when I came on board we hadn't been inspected or credited yet so I was involved in the first inspection such like but it's all down to the owner really...[27/15]

All three managers unilaterally acknowledged the commitment of the owner/s as the driving force behind the overall process despite the responsibility now resting entirely on their shoulders. Greater ownership was noted where the manager had been involved from the start in the accreditation process and where a personal development had occurred:

> ...now we have got it up to the Gold, but that's just the beginning as far as I am concerned, it's all very well just getting the Gold and getting a plaque on the wall, the point is to carry on doing it and improve it constantly and I fully intend to make that happen! [11/15]

> ...you see I was handed it and told to get on with it so until the first inspection I was actually quite daunted by it but when we went through the whole inspection I realised than we were doing more that I thought we were so I found that very very interesting and I think the Green Tourism has focused my concern for the environment much more, really from that time onwards I would say that I am much more aware of the environment and what we can do for it. So we got the Silver but I would like to take it onto Gold, I really would, but I feel that it can't be something that is just personal to me it's got to be something that embraces all the staff, at the moment we have some issues trying to make them understand what we are trying to achieve though I think that slowly we are getting there and maybe at the end of this year we can go for it... [27/125]

Like the majority of businesses in the sample these three hotels had also joined the scheme with an existing environmental record. The rationale behind the first introduction of measures could not be confirmed in the absence of the decision-maker, though one of the respondents saw cost-efficiency and ethical considerations as the likely reasons:

> ...yes the hotel had already measures in place possibly because from an economical point of view anything to try and save a little bit of energy and save some money would have been desirable...but I believe the owners of the hotel themselves for various reasons have got the environment very close to heart... [14/20; 110]

Personally, all three respondents claimed to fully endorse the decision and argued the importance of acting responsibly in the interest of both the business and the environment. The fervency that characterised this individual, however, suggested a greater honesty of response than the following two responses, which were somehow contrived and contain elements of social desirability:

> ...I see it in the broad picture I see it from a benefit of retaining and improving on our wildlife habitats and my heartfelt love for the Highlands and for what it is, it's a wonderful, wonderful landscape and it's to be treasured, I mean that, it's very personal, I love it with passion, I have been tempted to leave through relationships and everything else but I've found that I just can't! [11/455]

> *...you mentioned you intend to carry on and progress onto Gold*= uhuhm =*could I ask you why*?= (pause) well I think first and foremost from an environmental point of view, although there is an advantage in terms of saving energy and that obviously means saving costs, but I mean we are not ruthless enough not to appreciate the saving in terms of the environment, I think it's just general good practice in overall terms... [27/215]

> ...It's our responsibility, it's the politically correct thing and that is correct for the environment we live in, I think these are reasons enough... [14/315]

In such cases, evidence of a lesser commitment emerged when respondents were asked to provide examples of their personal environmental consciousness, as here:

> *and are you environmentally conscious in your private life as well?* =oh yes, oh yes= *can you maybe give me some examples?* =well obviously the old litter problem, we never throw the litter down, we always take the litter home with us, if we take the dog out we are aware of fouling and taking measures to prevent that, we use unleaded fuel in the car that kind of things= *and do you do any recycling?* =well a little bit when we have time... [14/20]

in contrast with the former respondent who genuinely appeared more environmentally active:

> ...I try my best it's not easy though here I tend to go to the wholesaler in X and bring stuff out and what I don't understand, I can't get my head round this is why the supplier is not duty bound to take for example milk cartons back as part of the deal...the most recent example is how difficult I found it to actually throw plastics away again, I suppose that's a mindset you get into, when I was in Dorset you'd save them up and you would take them to the plastic bank but here it's dreadful to just throw them in the bin...[11/170]

As for the economic dimension, all three managers acknowledged the financial benefits associated with good environmental practice, though two seemingly valued

this aspect more. It can therefore be concluded that the group's pattern of response was consistent with that of the rest of the sample, in so far as both ethical and economic considerations were addressed with no new variations on the themes identified earlier on.

4.3 Going Green

Having explored the motives behind businesses' adoption of environmental practices, it is now necessary to report on how such a decision came about. This section therefore looks at the decision-making process leading to the introduction of alternative measures by means of examining participants' account of the process and identifying any typology-related similarities.

As it emerged, most businesses had environmental measures in place long before the advent of the GTBS. The knowledge that implementing certain practices could reduce one's detrimental impact on the environment had motivated many to act responsibly, in a personal as well as a business context. Similarly, the knowledge that operational efficiency could be improved had led many to introduce cost saving devices and, in some cases, change existing practices. The shift towards operating a more sustainable business had however not happened at once. Rather, it had been the result of a gradual process, often mirrored by a rise in personal awareness and concern about the environment and the subsequent realisation that having environmental measures in place made sense both financially and environmentally. In other words, it had been a transitional process that had occurred over a period of time, sometimes a lifetime, and had been influenced or triggered by specific events, people or circumstances.

Clearly, 'the path to greenness' varied from business to business as no individual or business is the same. Similarities related to the four typologies however were found and wherever possible these are reported to better illustrate how businesses belonging to these four groups had embarked on this path.

As individuals primarily concerned with running an operationally and financially efficient business, PMG saw environmental measures as a means to achieve this goal.

In their case the adoption of alternative products and practices had largely been dictated by the belief that significant savings could be accrued and had often happened in response to rising waste disposal and energy costs. In the case of one establishment, energy savings devices had been fitted as soon as the business started trading:

> ...we put in the low energy light bulbs in 1989 that was the first thing we did after we came here in November '88, we ran 1989 and at the end of the season we did all the operations with double glazing and all the rest of it...[13/25]

Others had introduced measures following a cost assessment that was part of a wider plan to improve the business' performance:

> *...and what sort of triggered this decision to look at your energy consumption for example?* Trying to make some more profit! One of the things I found running a hotel is that it's not easy to make profit! We have now had it 6 years and have been three years in the green scheme. When we first came in our emphasis was on building the turnover so we focused on marketing but we soon realised that quite a lot of things we did were done inefficiently in an effort to generate business, so after a couple of years we started to look at the cost side. We basically looked at all of our utilities to see if we could make that more efficient and went on from there, reducing all the unnecessary costs. ... At the end of the day what I save in costs becomes the profit of the hotel, which goes into my pocket! [26/79; 130]

while this establishment had considered environmental alternatives during an extensive refurbishment programme to relaunch the hotel:

> ...When you are doing a refurbishment such as this it's sort of easier to take all these things into consideration, I mean it's been difficult with this place because it's about 250 years old so to insulate they've had to destroy a lot of plaster to get behind the cavities and so on but (sighs) because of this climate levy you know we are getting all determined with paying as little as we possibly can, so we are going to be sticking the low energy bulbs everywhere and we've insulated absolutely everything! [12/60]

The adoption of further measures naturally followed on as awareness of other cost efficient opportunities grew and savings became tangible:

> ...as we learned how to save on the fuel we introduced things that reduce the water flow or we put the waterless urinals in the gents toilets which use no water at all and so gradually we became more and more efficient...[12/81]

> ...we took it a stage further last year with the introduction of new towel racks because if you hang clean towels on the towel rail, having used the towel the guest will sometimes fold it and put it back to make it look nice and tidy which means that when they check out the girl doesn't know which towel had been used and we can't take a chance on the new guest, so they have to be changed. These new racks instead have a couple of rails underneath for hanging towels but have a four rod shelf on the top so you can stack the new towels on it. Now my theory is that guests generally having used a towel will then hang it rather than fold it neatly and put it back on the shelf so that's a way round it, I mean I don't want to be washing towels that haven't been used

yet, it's a waste of money! [13/330]

Thus, in the case of the PMG measures had been introduced with economy in mind and reflected a business policy decision. The case had been slightly different for the PG and EG, whose initial involvement had been more on a personal basis with measures being carried out within the domestic environment rather than as part of a business policy. Many of the PG and EG had in fact been long-term recyclers and often undertook social responsible action on a regular basis:

> ...*So how did you first become involved in environmental practices*? Well even before we opened the hotel we did consider environmental issues as being important. We belong to things like the RSPB, you know we enjoy walking all this sort of things and where we lived before the local council had introduced a recycling scheme for paper so we contributed, so it is natural that when we opened the hotel we should do the same. =*And why is that*?= well because I realised ages ago that we can't carry on like this, I mean for example plastic fish boxes are made out fossil fuels and so on so you can't just carry on so you have got to reuse them, and so from that point of view we were are an environmentally friendly family anyway... [28/52] (EG)

> ...well I suppose initially because I am concerned with the environment, you just wonder how long it can go on. We used to recycle a lot and be careful what we bought, I've always tried not to buy anything from the far east if I can unless it's specifically from somewhere where they are working as a co-operative...then you wonder what more you could be doing and whether you are doing enough...[23/178] (EG)

Adoption of environmental measures had thus often come about in response to a rising social conscience and a subsequent desire to contribute. A desire, which was strengthened by the knowledge that economic benefits may also be accrued in the case of PG:

> ...there used to be a fluorescent tube in the hall but now it's all low energy light bulbs 'cause that's on all night, they look better, they obviously use less energy and they last longer because you don't want to be changing bulbs all the time, specially not outside in the cold 'cause they always go when it's the wettest day! I mean that's how it started, it had nothing to do with green tourism, I wasn't thinking I am going to give out less emissions if I put those light bulbs in if electricity had been free it wouldn't have bothered me, but the fact is, that it's cheaper and therefore more sensible to do that... [19/230] (PG)

Clearly, also in this case, measures were not introduced all at once, but became integrated into everyday practices over a period of time. This explains why most respondents did not perceive it as a shift nor did they perceive the decision to introduce environmental measures as such. Instead, many viewed it as a mere "evolution" to their way of thinking and therefore a natural course of action to

follow. For example, as paper recycling was started, glass and aluminium cans were also considered; as low energy light bulbs were fitted, the benefits of Savaplugs were assessed; as environmentally friendly cosmetics were bought alternative, cleaning products were tested. This quote illustrate the point:

> ...It started as a sort of idea and then you learn more about things and you sort of think well, yeah, I think that is right, and no I think that's wrong, and yeah we should be doing that and so from there it all evolved... [10/221]

Thus, the greening process had occurred gradually, with changes being made depending on circumstances, that is, access to facilities, business' requirements, time and personal priorities:

> ...*can you actually pinpoint when you first thought about introducing these measures*? From day one, I mean it didn't happen on day one but gradually as we changed and decorated and did different things, these things were taken into account, it's as simple as that! [19/230]

> ...it's not the sort of thing you do overnight, it's a gradual progression, because when we bought the house it wasn't energy efficient so we had to do all these things as we got money, each winter really we have done something we have got the money in the summer done something in the winter...plus we did things when the time came to replace equipment or whatever, so we though right we could just buy the more efficient one =*and is that on grounds of*?= well you get both it goes hand in hand, the cost of the appliances it's probably more but it's cheaper in the long run and hopefully the quality of them is better, plus you have to think ahead you don't want something that goes burst after a couple of years, that's a hassle for us having to change large items partly through the season...[30/210; 259]

That is perhaps why, in most cases, the introduction of environmental measures had taken place initially within the domestic environment and was later extended to the business as a result of joining the scheme. Interestingly, where measures were thought to potentially affect the quality of service or required the participation of guests, care was taken not to jeopardise the relationship. After reaching accreditation, many of the existing practices were then converted into a largely informal business policy.

The circumstances had been rather different for the HG whose tendency to digress (see frequency of the dotted line '...') was often very informative:

> ...you see, in X (the business) well, in my life I have always been green, it was a way of life for X (husband) and I...for example one of the things we decided before we had a family was that the children would never eat something that we and they didn't know where it had come from...brains on toast they knew what it was...wild vegetables for salad they collected them...to this day they don't take any medicines they go for herbal

> remedies...never ever had disposable nappies they were just coming in but too horrific to contemplate, same with bleaches I never ever had any bleach in the house it was lemon juice, and that was long before green was ever really thought about it...we just do everything environmentally friendly we've always done, and that's not new, it's the old thing you know what your father taught you...he used to say 'what nature teaches you let no man put us under' and it's true nature knows best![16/30]

This passage illustrates well the strongly held values cherished by this lady and other respondents for whom upbringing had been instrumental in the development of their attitude towards the environment and explained their disenchantment with today's materialistic world and its tendency to take resources and economic prosperity for granted.

4.4 Joining the Green Tourism Business Scheme

This section describes the process of joining the GTBS by identifying the stages that led businesses to participate in the scheme.

Though no specific assessment of environmental performance was taken at the time of the interview, participants were summarily questioned on their environmental record prior to joining the scheme, on the measures they had needed to implement in order to qualify and on those undertaken since accreditation. Thus, it emerged that all establishments but three had measures in place prior to joining. In more specific terms it was found that:

- *three* businesses had all the necessary measures in place to qualify; of these one was the HG who had entered at Gold level together with a PMG while the other, a PG, had joined at Silver level;
- *two thirds* of businesses could qualify by effecting some or minor improvements depending on the level they aimed for; of these, 10 had joined at Bronze level with the largest share (6) being PG, while an equal number of mainly EG had reached Silver (5) and Gold (5) level;
- *four* businesses, on the other hand, had to implement significant changes in order to qualify. After a period of transition two reached Gold at the first attempt and two Silver (one is now Gold);
- finally, *three* businesses had no measures in place prior to joining; of these one had tried in the past to implement an EM programme but had been unsuccessful

due to lack of a guiding framework. The fact that these respondents did not seem to be very environmentally active in their private domain may explain this difference, though size (all were slightly larger than the average hotels) may also have hindered policy implementation.

This state of affairs meant that the majority of businesses could easily qualify for participation in the GTBS by introducing some or minor changes to current practices. It is therefore not surprising that, when a publicly recognised body such as VisitScotland launched an environmental accreditation scheme, many seized the opportunity, in the belief that, not only their efforts would be recognised but business levels might also increase.

Essentially, two stages were identified in the process leading businesses to participation: Stage One: the scheme is launched, businesses are targeted; Stage Two: businesses decide to join.

Stage One: The Scheme Is Launched – Businesses Are Targeted.

The scheme was first launched in 1998 and subsequently re-launched in 2001. According to information provided by VisitScotland, members of the then Scottish Tourist Board Quality Assurance Grading Scheme were first targeted via a mailshot; from a total of 250 enquiries generated, a number of businesses in the Highlands and Islands region were then selected for piloting and offered a free advisory visit to encourage membership. The scheme was also presented to trade associations, local enterprise companies and at Scotland's Travel Fair and any enquiry followed up with a sales letter and information pack.

Respondents' recollection of this stage was in many a case rather blurred, possibly due to the fact that time had passed since the event and, as some argued:

> ...one is so exposed to information nowadays that it's almost impossible to know how one got it in the first place! [17/120]

Thus an element of confusion exists as to how businesses first heard about the scheme. Answers varied, with some respondents identifying the quarterly newsletter and others some promotional literature as the source of information:

How did you first hear about the scheme? I think it must have been in some sort of questionnaire they had...yeah I mean I think they must have written to everybody you know, it was just one of their documents that came through along with the majority the rest that goes automatically in the bucket =*aha*= (laughs) constantly end up missing things that I probably shouldn't! [6/132]

...I don't know, I think the first time I saw anything about was in one of the sort of trade press it must have been the Highland of Scotland Tourist Board newsletter or the STB you know quarterly magazine thing, I think they did an article and I thought oh that's a good idea and I think it was at that time that I sent away for some more information =*right and then they came to you after that*= yes aha =*so you actually contacted them about it?*= yes I think so I can't exactly remember, I have got a funny feeling that there was some sort of pamphlet or something put out about it (pause) I can't really clearly remember... [10/110]

...I think I saw the leaflet and thought it was something we would like to do, the more signs you have the better (laughs) =*so you saw a leaflet, did it come through the post or?*= no I picked it up, I think (pause) maybe it was in some of the stuff you get from the Tourism Board, if not I picked it up in the Tourism Board office down in the village... [25/6]

Many however did mention the mailshot as the first point of contact with the scheme, while a few had heard about it through their involvement with the local enterprise or through personal contacts:

...it was through my involvement with the local enterprise, Highlands and Islands enterprise started the development of an environmental scheme for the Highlands and that was then picked up by Scottish Enterprise and by STB, and that's how I learned about it... [26/163]

...it was through the people with whom we were coming into contact both at Scottish Enterprise and also High, because I know a lot of these people and at STB I knew that all the initiatives weren't just high in the sky they had been long hard thought out, these people put a lot of evaluation into them and so suddenly reading something about it I said, Jesus, I think this is the answer to what we have been wanting to do! [20/273]

Stage Two: Businesses Decide To Join

Once targeted most businesses had been proactive enough to express an interest, enquire further or request an application form, though the cost of membership and the effort required to administer the scheme had deterred a few from joining immediately:

...the first year we didn't join it because they were charging £100 to join the scheme and we thought, well, we are members of the Tourism Board we are paying for an inspector to come in to grade us for the hotel and they want another £100 to grade you on what you are doing anyway, you can't spend your money away all the time, so we didn't do it the first year. But they came to us the second year and said they were wanting to increase the number of hotels that had them so they were going round doing free ones, so we thought well yes, there is no harm in giving it a try! [15/39]

> ...it was something we were interested in and worthwhile that one should do, so we did send off for the form after we had examined it very carefully, we had it for about a year and a half or two years (laughs) so eventually we contacted them again, got another form and eventually we did, we did join but they were saying "We could see that this was off-putting because you do have to spend time just filling in the form", it's like self-assessment, you have to judge which category you can slide into and that determines how much you pay... [29/67]

While this couple gave joining careful consideration, two younger respondents had decided immediately:

> ...it was very easy, I made that decision personally a long time ago and then the STB brought out the Green Tourism I looked at it and thought, that's great ,so really as soon as I saw it I decided. [2/75]

> ...I decided immediately, as soon as the scheme was launched, that's what prompted it, as simple as that! [21/100]

The promotion following the launch of the scheme was, on the whole, the factor that triggered the decision to join. Yet, respondents were unable to provide precise information on how the decision was taken or talk in detail about the decision-making process. These were some typical answers:

> ...it wasn't really a decision as such, it was a decision that was made over a long period of time, they finally put a name to it and called it the Green Tourism Award and that was really how it was. [10/143]

> ...I was doing measures before I received the thing and thought this is something I could carry out quite easily, so I joined. [5/365]

Thus, most viewed joining as a logical progression, to the extent that one owner was adamant that it was not they who had joined the scheme but rather "the scheme that had joined them":

> *How did you decide to join?* Well it worked the other way round you know, we said come along when we got the first questionnaire, and we looked at it and said: 'oh we are Bronze anyway, let's see if we can do something better' and when he came along he said 'no you are not Bronze you are Silver' and we were Silver without having to do anything 'cause we did it all anyway, so really the scheme joined us, that's what I always say! [19/448]

4.5 Reasons for Joining the GTBS

The previous sections have reported on participants' reasons for adopting environmental practices, on how the process took place and how that led them to subscribe to an initiative such as the GTBS. Why businesses decided to join has not

yet been examined and shall be the focus of this section.

The analysis suggests that the decision to join the scheme was formed on the basis of three main considerations: the prospect of commercial benefits; the knowledge that joining required little or no change to current practices; and the fact that the principles of the scheme were ones the owner-manager endorsed. Interestingly the pattern of response was fairly consistent across the whole sample with no unifying traits linking respondents in any of the typologies, with the exception of the HG who, unlike all others, did not regard the scheme as a marketing tool but uniquely as an opportunity to teach others. Similarly, no major inconsistencies were noted as regards the rationale of the businesses with no prior measures or that of the three managers who had come on board after the decision to go green had been taken. However when variances occurred, these are identified and explained.

The Prospect of Commercial Benefits

The prospect of increasing trade was one key-deciding factor for participants. Several strands to the matter were identified. Though the perspective varied, many believed the scheme would add competitive advantage to their business given the perceived growing consumers' interest in environmental issues and the harsh trading conditions faced recently by the industry. While some regarded the scheme as a means of differentiating their business

> ...from what I understand from guests if they look at our brochure and they are confused as to which guesthouse to pick, they like to see something different, so if they have got any environmental concerns the Green Tourism comes across to them... [30/136]

> ...well one of our marketing principles is to differentiate ourselves from the competition, so I saw being part of the GTBS as differentiating us from other competition, whatever that competition is, whether it's the other hotel in X or whether it's somewhere further away that could make somebody come to us instead of going somewhere else... [28/57]

one manager viewed it as a means to be "one step ahead of the game" [14/290], a view also echoed by a young hotel owner who had taken over from his parents and by a bed and breakfast owner:

> ...this business was kind of run down so, I had fairly large goals in mind, I wanted to take the business right forward, I wanted to go from being sort behind the scenes to being ahead, so when the Green Tourism scheme came up it was an opportunity for us to be a first instead of a follower, that's why we went for it, we wanted to be in

there and we got publicity for it as well which is good. [21/31]

...so what prompted you to join the scheme? probably the marketing issue, it might be an odd thing to say but we like to try and be first (laughs loudly). We were one of the first guesthouses in X (city location) to have a website, first with an email address, there is a lot of competition in X and we are off the main road so we have to do a lot of marketing off our own backs to get the business. Also I think it's becoming more and more of an issue that people want to know they have got good quality so our adverts have to be hard hitting, and having an extra symbol in your advert it's quite important to be the one that stands out. We thought, if this is a new thing and that we do anyway it might add something to our advert, make us a little bit different from others because while there are lots of four star guesthouses there is not that many with the green symbol =*especially not in X*= no (laughs) so that was one of the main reasons. [30/275]

The point made by this hotel manager perhaps best epitomises all of the above perspectives, as ultimately the aim of adding competitive edge is to attract more business:

...could you tell me how your decision to join the scheme came about? oh that was very easy, I looked at it and thought, that's great you know you are getting recognition for it and it may be a very good selling point for the business, perhaps not so much in Britain but you know Europeans are very environmentally aware so I thought this could help us sell and I think it certainly helps... [2/75]

Noteworthy is the reference to the foreign market, which was unanimously regarded as the most environmentally aware and responsive to environmental improvements:

...in a business sense some of the continental countries Germany, Denmark, Sweden are more into it than we are, so maybe when they are looking through a website and they see that we are environmentally friendly and we have healthy food and all this they might choose us, it's another tool in the marketing, there was that as well...[19/84]

...it's something new and it seemed that it might be to our advantage to do it, the other thing was a lot of other countries for instance Germany is looking more towards green tourism and I thought it might actually help to bring people in because you could put it in your literature and advertise that you were Silver or Bronze or whatever, I don't know if that made any difference or not but that was the thinking behind it...[9/71]

Being in a position to appeal to this segment was therefore regarded as important: despite the realisation that in the last couple of years the number of overseas visitors had dropped considerably due to a combination of factors, namely the high value of the pound, BSE, the fuel crisis and most recently the foot and mouth epidemic. Frequent references were made in this respect particularly by owners of businesses situated in rural areas, who felt most affected by the decline and thus hoped the scheme would somehow help counterbalance this loss, if not in the immediate future

on a long-term basis:

> ...think of the image America have got of us we are just one big [huge] bonfire with legs cattle sticking out, I mean we get emails everyday asking us "Oh can we come over to your country, can you guarantee that if you we are coming in August this will have finished and the foot and mouth will have gone and that it won't affect anywhere we want to go?" but we can't keep promises like that, we simply can't (shakes head in despair)...[19/318]

> ...Europeans! We hardly saw any of them here last year, they just didn't come, our great British press did a fantastic job for overseas tourism last year between the stories about our very high petrol prices, high hotel prices in Scotland coupled with the poor exchange rate it's absolutely killed the overseas tourism last year. We've had nobody from the continent =*whereas normally you would have?*= oh yes, I mean August it's all French cars and Italian cars here, but we hardly saw any last year! [13/355]

> ...assuming that people come to Scotland 'cause if we have foot and mouth much longer we might not be doing anything again never (laughs loudly) it's the wrong timing because we had a bad year last year with the fuel crisis they were frightened that they wouldn't get away so we had a very bleak mid summer, hotels round here are closing their doors going bankrupt or setting them on fire there are two that have just been abandoned you know I think it's just tragic ...[12/145]

For others it was a question of strengthening their position in an existing niche:

> ...a lot of up and coming businesses are the whale watching and that's the sort of happy customers that we'd like to get rather than people who are after every bit of luxury they can get their hands on at any expense, we would like people to come and have a pleasurable holiday in a beautiful place and enjoy the environment, that's the kind of customers we want to encourage so that's sort of why we decided to start with Green Tourism, 'cause we think we've cornered quite a good slice of the market... [18/98]

> ...I think a lot of hotels are going into niche marketing now because it's too difficult to fight across the broad spectrum, so now it's easier to say we'll aim at walkers or people who are fishermen or whatever and concentrate all your marketing in those kind of areas, narrow it down and try reach that market rather than trying to think well shall we put it in the NY Times and the Daily Telegraph and hopefully somebody will come...[12/510]

In such cases, gaining an environmental award not only testified to respondents' commitment, but also complemented the overall image of the business and, in the case of two vegetarian-oriented hotels, consolidated their marketing efforts in promoting alternative tourism:

> ...to be honest the green thing suits the type of hotel we are, we are not a noisy, vibrant type of place, we are just a very peaceful place to come and sit and do not much except maybe get fat 'cause we do a lot of good food and afternoon teas and that type of things. So our guests go as for a gentle stroll or a visit to the gardens, a bit of painting, needlepoint and I think the whole ethos about us fits in very well with what we do. I think it's a gentle experience isn't it looking after the environment, it's not a hazardous sort of frenetic thing, it's just gently implementing things that will benefit us all, at least that's how I see it! [12/487]

> ...the decision to go with the Green Tourism Business Scheme was really because I thought it would be good for the business, because it fits into my marketing idea of the sort of veggie and green and environmentally friendly type thing, it goes together quite well so really, it was a natural extension to that and that suits me within this village because I am about the only person who does it! [10/215]

It was noted that respondents who exhibited high levels of personal environmental commitment were keen in attracting customers who shared the same values, in contrast with those who had less explicit pro-environmental attitudes and whose decision to join the Green Tourism Business Scheme mainly fulfilled marketing aims. The use of "likeminded" or "on the same line" in reference to potential customers is a clear example of that, and is perhaps best illustrated by this quote:

> ...well even if you attract one crank, one fellow crank (laughs) you know it's sort of been worthwhile I would say, and I think in the future it will take off! [23/294]

Gaining recognition was another factor influencing the decision to join. On the one hand, businesses that already had an environmental record prior to the launch viewed the award as a further acknowledgement of their efforts and commitment to good environmental practice. On the other hand, businesses that had become green as a result of joining the scheme had considered reaching the award as an encouragement for action and often nourished greater ambition to reach the highest level than those who were already 'green'. The value attributed to the award also seemed to play a role, as did the original motivation for joining the scheme. In the case of this couple for example the level of award achieved was not important, what mattered was being committed:

> ...what really angered me was the fact that a consultant from our own Tourist Board area was quite indignant as he told me when I was speaking to him that he could have made sure we got Silver. So I said to him "Look, that's not what we are after, we have just pledged that we are doing our bit for the environment, if it's Bronze Silver Gold or whatever we are happy with it" but oh now he couldn't understand this! [4/325]

while many shared the view that the higher the award level reached, the better the business prospects:

> ...we went straight for Gold because again we thought if we were doing it for public relations reasons, there was no point in having a low level, you were much better going right up to the top... [26/205]

Arguably the underlying motivation for seeking recognition lies in the publicity that can derive from it and its impact on custom. Many in fact shared the belief that gaining accreditation to the GTBS, a scheme first in its kind in the UK, would

generate significant publicity and lead to improved public relations:

> ...I felt that with all the talk that there was, there still is, but there was at that time which was three or four years ago it was something that was going to grow and we would perhaps get some good publicity and PR out of it, we did but it never lasted long! [13/496]

> ...when the green thing originated we said we are doing that already let's see what we can get out of it, if we can get a silver plaque it might help promote the hotel because we knew that we were doing it and if there was anything else they wanted us to do it we would do it [19/427]

Due to its high cost, advertising represents a considerate expense, particularly for small family-run operations. The prospect of participating for free had therefore been one of the main reasons for joining in the case of a few businesses that were offered a free membership trial, and an attractive offer for a PMG:

> ...actually one of the reasons we joined was 'cause it was free, so we thought we'd apply, that was one of the prime reasons initially 'cause we had only been here four years and advertising is quite expensive...[8/118]

> ...they were going round giving free assessments, so we thought well there is no harm in giving it a try! [15/50] (PMG)

Joining Would Involve Little or No Change

The decision to join was formed on the basis of one other consideration: the knowledge that joining required little or no change to current practices. As mentioned previously, the vast majority of respondents had been undertaking environmental measures long before the launch of the scheme. The relatively low entry requirements at Bronze level added to the perception that the changes that needed to be implemented in order to qualify were minor. The notion that the transition to membership would be a fairly effortless process was therefore widespread, particularly among those who were very environmentally active:

> ...it wasn't a huge change I mean, when you think you know, a switch here and a savaplug there...[29/225] (Gold Member)

One respondent was particularly adamant:

> ...I always said it, it was the *easiest* award that we ever achieved. I didn't have to do *anything* for it, I did *nothing* for it, other than fill in this A4 booklet of questions! [13/13] (Gold Member)

In some cases participants were pleasantly surprised to be able to qualify for the next or even two levels up from the one they had originally aimed for:

> ...when the scheme started we already undertook some of the measures so we looked at the criteria expecting to achieve Bronze by what we already did but when we filled in the various sections, which are quite extensive, we realised that we could easily and I mean *easily* undertake most things, so we ended up going for Gold straight away and we really didn't have to do all that much to achieve it! [30/5]

Thus, the knowledge that participation did not require a major change of practice was a decisional factor most respondents acknowledged.

In the case of the three businesses that had no measures in place, on the other hand, operational factors seemingly played a role in that the scheme was seen as providing a structure. This particular hotel had previously attempted to introduce measures following talks with another hotel leader in environmental practice but had been unsuccessful in sustaining these over a period of time:

> ...we seem to be an organisation that works well when there is a framework, anything that hasn't got a framework we seem to struggle... so when the GTBS came along we said, Jesus, we are an organisation that can work to a framework, here is something that is evaluating us, that can tell us what to do, so I didn't need to sit down and think, I knew this was the answer to what we had been wanting to do, we needed led, and this gave us the framework... [20/197; 228]

Interestingly, this participant identified Investors In People (IIP) as a catalyst, suggesting that the accreditation process had helped overcome resistance to change among staff and in this way facilitated the adoption of new initiatives, such as the GTBS. "Doing new things" had therefore been one other reason for joining, perhaps in response to the participant's own need for challenge.

One other participant regarded the presence of a guiding framework as the reason behind the successful implementation of the programme, as he enthusiastically explains here

> ...we didn't have any measures in place, no but the mission statement that we have for the business the whole ethos that I have behind my business is to be ethical and community based, this is why we bother with things like Fair-trade and so on, so when the Green Tourism scheme came up I thought brilliant, this is an opportunity, a base level to work from, it gave us the framework to put the system in place and of course it was something I was genuinely interested in so it was a very easy thing to take on board... [21/25]

All these three businesses saw the implementation of an EM programme as a means of improving operational efficiency in the same way as the PMG and the PG did. Likewise, they acknowledged the environmental benefit associated with it, viewing the initiative as an opportunity to contribute to preservation. Finally, a couple who ran a bed and breakfast justified their decision to join the scheme on the basis that "it was simply put in front of them" and had it not been they probably would not have become members [9/258].

I believe in the Principles of the Scheme

Lastly, one, if not the, most important decisional factor was the fact that respondents fundamentally agreed with the principles set out by the scheme, though not all explicitly acknowledged it as a reason. In other words, aside carrying obvious marketing attractions, the initiative was one deemed worthy of endorsement:

> ...it would be carrying on something that I agreed with, the fact that it hasn't been good for the business I don't mind, I am in favour of it so I don't mind![1/219]

> *...you mentioned there was a link between your decision to join the scheme and your personal values regarding the environment, could you expand on that please?* Oh yes because there is no way there is no way that we would have got onto that track if it we didn't feel within ourselves that it was right, worthy of doing it...the reasons were personal and we were quite happy to join a scheme which we believed in... [4/175;512]

> ...when I was approached by it I thought well yes that's a good thing because I do appreciate the countryside and keeping things natural and pristine and yes I will support anything that helps towards that, I think it was just my natural reaction, it wasn't hard to sell it to me I must say! [7/134; 220]

The less actively involved businesses, on the other hand, viewed it as an opportunity to further contribute:

> ...we thought we could be doing some more good for the local environment and the community I mean that's really the whole purpose of it, I mean we are quite happy to potter along doing our own thing but if somebody could tell us there is more things to do then we would have a look at them... [3/255]

> ...knowing that the environment was in need of help I think it was an idea just in some little way to take part in that and just build on what we have got here and help to make it even better, for everybody really, for the staff, for the guests and for the environment yeah I think it's an all in-package... [14/290]

The hope of generating a snowball effect was therefore one of the desired outcomes of joining. In other words, respondents hoped that making an overt commitment to environmental stewardship would encourage other businesses to follow suit. In this

respect the scheme represented a way to further contribute to environmental preservation, whilst for the HG it provided an opportunity to fulfil her 'educational role':

> ...*What made me join?* Well I thought I am doing all this, now this sounds a wee bit egotistic, but I thought I can teach others, something and I can help others, and the only way you can help others is for somebody to know that you are doing it too. I know I can help others and make it easier for others by saying "No don't do that, that's far too hard doing it that way" or "Have you tried this product here" and help them, give them pointers, educate them if you like and by getting Gold people will hopefully come and ask me...[16/778]

Unlike others, she seemingly disregarded the marketing value of the award citing the above as her only reason for joining, though having all measures in place must have acted to her advantage. In less pedagogic tones, the rest also asserted their firm belief that participation was a way of setting the example and raising awareness among customers and the public in general:

> ...*and your reasons for joining the scheme?* I decided that we should just show that we <u>*do*</u> do it, make it more of a statement, not something I normally do but in this case I feel it's important to let everyone else see that this is the way we should be going, make more of an effort you know. That's the only reason for joining the scheme and I suppose the more people do it the more people see it, so perhaps more people would be aware that you can change things little by little...[29/350]

Embedded in this attitude is an element of altruism that underlines one of the many dimensions of environmental behaviour, that is, the desire to contribute. Numerous were those who entertained the hope that action would result in further action and, perhaps, help bring about an attitude shift. Even more numerous, however, were those who had joined in the belief that business would increase following participation, as reported earlier.

4.6 Influential Factors

This section reports on the factors that directly, as well as indirectly, influenced the adoption of environmental practices. As explained before, the decision to become environmentally involved had not been a sudden deliberation but a gradual process that progressively led to the integration of EM measures into business practices. Besides a series of factors, which directly influenced the introduction of measures, respondents also identified the onset of environmental concern, often matched by a rise in personal awareness, as one major contributing factor. The development of an

environmental awareness and concern, however, had not happened in isolation, but had been brought about by circumstances in the individual's life, shaped by personal values and beliefs and had itself been influenced by a range of factors that had altogether contributed to the process.

Their detailed review completes the reporting of 'how' and 'why' businesses in the sample became environmental involved. As a guide to the reader, these factors are presented in the following order in relation to the two categories they pertain to: *the individual* (environmental awareness and concern, age, upbringing, educational and vocational background; experiential, locus of control, values and beliefs, significant others, events, and media) and *the business* (location, legislative pressure, guest behaviour). Given the context of owner-managed operations, the two categories sometimes overlap. A comprehensive map display of these influences can be found at the end of the section.

Individual-related Factors

As indicated when reporting on the motivations, the development of environmental awareness and concern was seen by many as having influenced the adoption of measures aimed at reducing the detrimental impact on the environment. These were some typical responses illustrating this relationship:

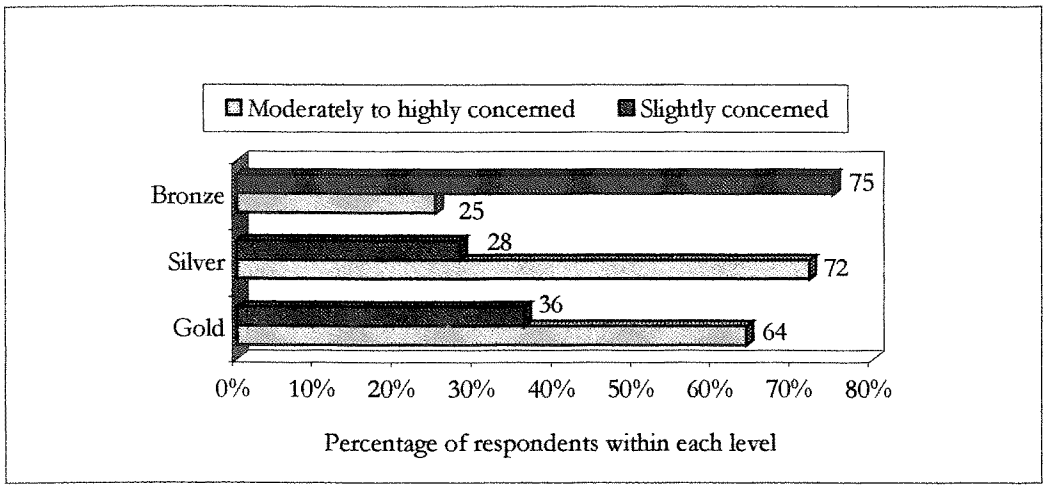
> ...och well they keep talking about our children and our children's future and that we have punched such a big hole in the ozone layer and that the UK will be under water in due course as it hots up that you do become concerned, and as a result you start thinking well maybe there is something I can do, I think that's how it all started... [17/80]

> ...I think you start thinking about these things as you become aware, as you realise that it can't go on like that, you know you start being concerned and you start questioning more and think "mmm perhaps I should do something about it, perhaps I can make a small difference"...[23/110]

Consequently, when later questioned on the existence of a link between concern and the consideration of alternative measures those participants answered positively. In fact all respondents declared themselves environmentally concerned, though the extent of that claim varied across the board. Indicatively, half of the sample viewed the environment as a "great concern", an "important issue" or "very much a concern"; on this basis, this group of respondents shall be labelled the *'moderately to*

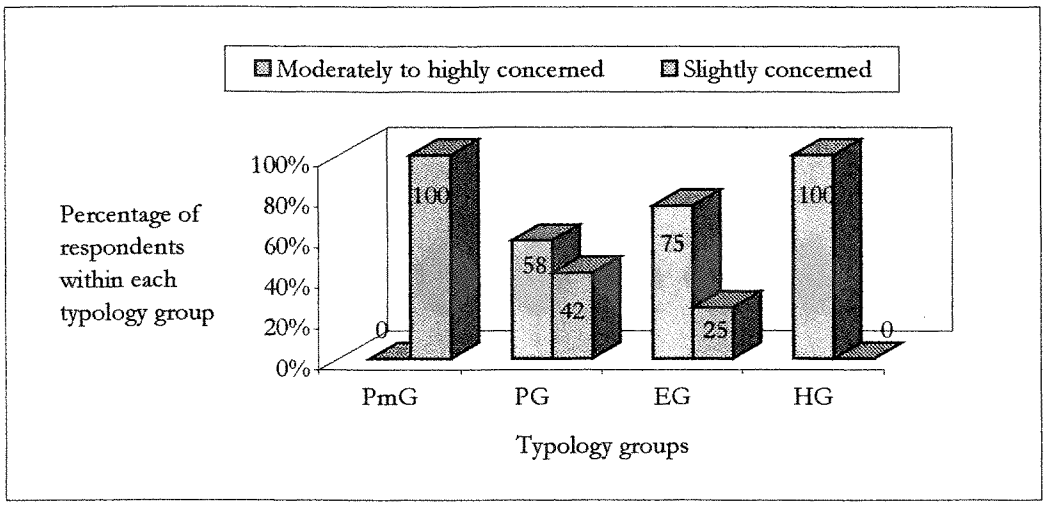
highly concerned'. The other half declared it "a concern", 'of some concern', 'not much of a concern' and for this reason shall be labelled the *'slightly concerned'*. Interestingly, when cross-referencing these results with the distribution in terms of award level, it was noted that the 'moderately to highly concerned' counted mainly Gold (7) and Silver (5) members, in contrast with the *'slightly concerned'* that consisted largely of Bronze members (8) (see Graph 4.1 below).

Graph 4.1 Levels of Concern in Relation to GTBS Award Status



Similarly, a typology cross tabulation revealed that none of the PMG fitted into the 'moderately to highly concerned' group, which consisted largely of EG and to a lesser extent of PG, including of course the HG (see Graph 4.2 below).

Graph 4.2 Levels of Concern in Relation to Typologies



Not surprisingly the HG viewed it as a great concern, stating:

> ...I am over-anxious that we are not looking after it [the environment] well enough...[16/245]

in contrast with two PMG who hastened to clarify their stance:

> ...I am not a sort of fanatical greeny really...[26/55]

> ...we are not great green people that go out and sort of demonstrate and do what I would say silly things, so I wouldn't put it as a high concern but yeah I suppose it is a concern... [13/115]

These two comments not only express disapproval of the green movement but are also indicative of an underlying fear of being associated with what the interviewees, and possibly many other people, perceive as radical and unorthodox. With regards to specific issues of concern, litter and the evident lack of consideration many people have when it comes to its disposal, featured frequently in the conversation. Global environmental threats such as thinning of the ozone layer and the 'greenhouse effect' were mentioned in passing by only a few respondents, while the depletion of natural resources and the disposal of waste were a widely acknowledged source of concern. Interestingly, many took the interview as an opportunity to vent off their frustration at the shameful and unnecessary waste of resources in today's affluent society:

> ...London, well any big city, is just mad the way people renew things just because it's the latest thing not because the old HI-FI or telephone or whatever has worn out but because something else has come along. Even up here friends of mine, who are aware of the environmental side, when they get rid of their furniture they make no attempt to sell it or even give it away, it just sits out in their garden until it falls apart and then the dustmen come and collect it...[23/85]

> ...I mean even the likes of giving somebody a receipt, they pay by credit card we give them three sheets of paper and the receipt...and if you look at what junk mail you get, oh that *irritates* me! Because how much we bin it's 99% of it and yet we just waste the environment...you know we are terrible creatures really human beings (laughs)! [19/5]

In this respect, age was sometimes given as an explanation for such reactions and for greater levels of concern:

> ...if you had spoken to me when I was 19 20 I mean phuhh (laughs) if you'd said to me green people I would have (laughs loudly) just had visions of Greenpeace and people fighting whalers and you know I would have probably thought you were talking about the loony fringe, no I mean it's something that gradually creeps up on you, now I even feel guilty for leaving the tap on while brushing my teeth! [12/342]

A few others echoed this view arguing that concerns over the fate of the planet and the quality of life for its inhabitants tend to arise with age as one develops a more

philosophical attitude to life and the errors of human activity become apparent. One other factor found to be influential in the development of environmental consciousness was upbringing and the role played by parental education. Rather widespread was in fact the claim of having "inherited" one's parents attitude to waste, one of 'Waste not, Want not', which still dictated respondents everyday life:

> ...*Paper*! I mean paper has always been a standing joke, I used to think I was very hard done by as a child 'cause I never got clean pieces of paper to draw on, it was always scrap and that had a big influence on me, I was always encouraged to be very careful with stationary not to waste the pens and pencils not waste paper and reuse it until it sort of drops dead, it was sort of ingrained in me! So needless to say I am very careful about resources! [10/79]

> ...I was brought up to look after everything, to reuse everything because my parents they just didn't have the things that we take for granted nowadays, you know, when your towel was worn and gone you would use it as a floor cloth, you didn't throw out the jam jars you reused them and put your jam in it the next year, all the vegetables peelings went into the bucket and into the compost bin, nothing was ever thrown away so I suppose it's just things that you have been brought up with that you just carry on doing without thinking about it, you just do them, it's normal! [29/269]

As mentioned earlier, the wasteful use of resources often generated animated discussions on the flaws of modern society and its emphasis on materialism and commercialisation, but as many argued, the practice of reducing and re-using had been in place long before being promoted as environmentally responsible behaviour. The reasons behind it, however, were not environmental but socio-economic:

> ...I think recycling for somebody of my generation is a natural thing; I grew up just after the war in Ireland where things were very scarce anyway, so everything was recycled as a matter of course, you know I didn't see that as green until I got into the scheme, really! [7/278]

> at my age during the war everything was recycled, you made collars out of shirt tails, everything was unravelled and re-knitted, you darned socks, it was thrifty, a very thrifty existence and I think that I have carried on in my life! [1/12]

Educational and vocational background was another significant factor. In fact this lady was quite specific:

> ...I did an OU degree about 15 years ago, a science degree in geology and part of the geology was environmental and I got interested there, you know, saving the world, that's really when I became aware of it. All the stuff that we are polluting the rivers with, the lakes with, what we are putting down our sewers what's going down our drains, it's *heartbreaking!* [1/6]

Similarly, one owner-manager claimed his office as an engineer was what had made

him aware of the potential implications of improper waste handling, while another respondent was adamant that many of the practices he now implemented were just remnants of his previous profession:

> ...I monitor electricity and gas but I have *always* done that =*why is that?*= 'cause I used to work in retail and you were in control of the profits of the shops so all your controllable expenses you tried to control, it's drilled into you, you were compared with the stores of a similar size and if you weren't performing you were asked why, so that's just something that I did for 23 years, so obviously I carried it forward. [19/210]

Other examples were that of a trained gamekeeper, now hotel manager, whose previous responsibilities had taught him the importance of respecting nature, or that of a hotel owner who, in a rather condescending fashion, explained that his concern for the environment stemmed from his professional interest in ornithology:

> ...as you can see from (laughs loudly and points to the vast display of books in the library) the environment in general is an issue of great concern and it has been item of interest for *all* of my life. I controlled the ringing of birds of prey in South West X for 20 years, I discovered a new species of X in Sudan in 1984, I have served as a member of council in the RSPB council for five years, I have been a member of many environmental organisations, so the environment is really *my life*! [22/6]

On this particular point it is interesting to draw on the view of another respondent who attributed the origin of his environmental awareness also to an interest in birds, though more precisely in egg preying:

> ...50 years ago egg collecting was a very popular pastime (laughs), collecting wild birds eggs and building up a collection of wild birds eggs so (smiles) this is awful isn't it this isn't green eh? (squirms) but you see my father did that and I think his father before did it and then we naturally did it (laughs). I mean now it's vilified it's actually against the law to do this because of pressure groups but in the natural world is perfectly natural and a bird will just lay one more egg is not, is not a big deal to them you know, but because of that both my sister and I had a have this amazing knowledge of birds, I mean we are practically ornithologists! And it's from things like that we, that our love and knowledge for the countryside grew, it seems very perverse that it came through that sort of hunting and egg collecting and fishing and actually preying on the birds of the countryside (laughs) but I think that's how it started! [7/241]

Other notable factors related to personal experiences. For some, exposure to the values of countries with a more developed environmental culture had been crucial in awakening a sense of responsibility and a desire to contribute. This had been the case for one lady whose family connection with an ecologically progressive country such as Denmark had encouraged her to be more actively involved in the promotion of environmental initiatives within her own community. In another case, a lady who frequently visited Austria on holiday had been so impressed with the extent to which environmental ethic permeated everyday life that she had 'imported' many ideas back

home. The towel and linen policy she adopted long before joining the scheme was one example:

> ...I actually copied it down, it was in German so I translated it (laughs). Only, they have stickers to put on mirrors but here if you get stickers made they cost a fortune and for five bedrooms it's hardly worth it, you have to get 100 to make it worthwhile and so I put cards up and had them laminated... [30/510]

Many other respondents admitted to copying ideas from places they had visited abroad. In a different way, the experience of living in a less than affluent society had proved enlightening for one participant, as it made him realise the flaws of western society and prompted a change in his attitude to life and the environment:

> ...I went to Morocco to work. They have nothing in the desert in southern Morocco, it's very very poor compared to us and yet they had so much, their eyes shone, they are wonderful people. I realised then that we were contaminating ourselves in a strange sort of way and all the money, all the things, all the choice that we have *don't mean a thing* if you haven't got that warmth about that inner being that they seemed to have and that's because they *treasured* what they had. So since I came back, I've been trying to live with the minimum I need... Another example I can give you, the beer bottles, they get thrown into the dry riverbed and there are actually people scavenging about on the river to take the bottles and cut them to make tiles out of them. That just made you realise how wasteful we are...[11/240]

Similarly, exposure to local environmental initiatives had raised the awareness of some respondents and actively engaged their participation. In many a case it had secured their commitment as even after moving away from where the initiative was taking place, respondents had persisted with their efforts. That was evident in one particular instance where despite the absence of nearby recycling facilities the individual's determination to act responsibly had strengthened in reaction to it.

Possibly one of the strongest determining factors was individuals' locus of control. Though not specifically identified by interviewees themselves, the data goes someway to suggest that the majority of respondents had a pronounced sense of self-efficacy, in other words, believed in their ability to bring about change through their actions. When questioned on the perceived worth of their contribution most respondents, in fact, contended that no matter how small one's contribution might be on a global scale, one should still value it and carry on with one's efforts, despite realising how minimal an effect these might have. Most importantly, on a business level one should not let size act as a constraint:

> ...*So how worthy do you perceive your contribution?* We are not kidding ourselves here, but the sum total is that if everybody in the planet were doing something, the effect would

just be massive...[20/166]

...I wouldn't think the amount we are involved makes a great deal of difference overall, but lots of little things make a big thing, and if *everyone* was doing it at the same level as we are I think things overall would be very much better! [25/61]

...you have to think you are making a difference, well I do know we make a difference. I think, you know, no matter how small you are, you have to think that you are helping and that other people copy what you are doing... [17/215]

...It's very easy for people to feel totally pressurised and swamped especially on global issues because they feel that the whole thing is, well...it's like politics you feel it's completely out of your control, you are really such a tiny piece on the whole thing that your influence is negligible and therefore what's the point of making any effort? No, I think that it's like charity boxes if everybody gave a penny then none of the charities would be short of money. Unfortunately it's hundreds of people out there who never even put one penny out and one or two people who put a fiver... [10/586]

Perhaps the best example of this attitude came from the HG who simply stated:

society begins with yourself, you cannot blame anyone else![16/249]

Though not everybody overtly subscribed to this notion, it was refreshing to find how many interviewees firmly believed in the worth of their contribution, in the full realisation that efforts equalled to just:

...a drop in the ocean... [23/104]

or

...a little pinch of salt in a huge pot! [19/297]

There were, nevertheless, a few exceptions. These respondents argued that no matter how much an individual contributed, the positive input of a small firm like theirs amounted to very little and that responsibility for action lay with the big players such as the government or the United States.

Finally many simply attributed their concern for the environment to their interest and love of nature and country life:

...and how did you first think of environmental issues? well I like the countryside and nature generally and anything that improves it is for me, that's all. [25/22]

...I just feel, I always liked gardening and I think that you know wild flowers and things have been knocked out by too much fertiliser or imbalance of things so, as you realise these things you want to do something about it. [5/124]

...well I, I do like open and fresh air, the countryside, I don't think I could put up with living in towns or cities where they have got a lot of industries and so forth so if you like it, if you want to keep it that way I feel you have got to be responsible, it's as simple as that [3/98]

These comments support the notion that personal values play a crucial role in decision-making as the review of respondents' motivations already demonstrated. Further evidence comes from this passage which suggest the existence of a link between pro-environmental attitudes and vegetarianism, a connection that a few other respondents identified:

> ...I think I am very aware of the environment, I always have been and I am vegetarian, I have been since I was a child, my brother is as well. I often wondered how I became one but these things came about because of beliefs, it wasn't just let's be vegetarian, it's very much that I felt very strongly about killing animals, and from a very early age I have been very aware of the environment =*and was it through your parents that you decided to become vegetarian or*?= no, I was the eldest of two brothers and it seemed to be me that I came up with these values first, and as soon as my brother was of a mind to make his own mind he just emulated me, no my parents aren't vegetarians, I don't know where the beliefs and the values came from, all I knew was that as a child, meat to me was abhorrent, so in terms of the connection between that and the environment I think that there was definitely something there. [20/5]

Significant others were other important influences. Widely acknowledged was once again the role played by parents in transmitting certain values and beliefs and the extent to which these had moulded the respondents' outlook on life:

> (unprompted):
> ...my father had this lasting impression on me, the biggest legacy he left us was the love of nature and he's put that into our two children as well. He was instrumental, he taught us that. It's a deep involvement that isn't just a love and a lust, it's a deep human involvement that you can see in every action that you do and going back to the environment if you care about people then you are sending somebody out into the world that is going to care...[16/179]

Filial influence was also acknowledged a few times, whereby children had raised their parents' awareness about alternative products and influenced their purchasing behaviour and, in the case of this lady, had prompted the decision to join the scheme:

> ...my son influenced me yes I would say he probably influenced me quite a lot and then my daughter, she is very into environmental things, yes I think you could reckon all my three children put pressure on their mother in a sly way (laughs loudly) but I agree with it all...as soon as my eldest son came back to live here, he started to want to plant trees and he set out to plant hundreds and hundreds of trees there, so yes he was a big influence! [5/73]

Siblings were also mentioned in reference once again to vegetarianism, which a number of respondents (not this lady) practised on ethical grounds, and believed also accounted for their enduring interest in the environment:

> ...I myself am a great believer in the vegetarian way of life though personally I am

> not, but I suppose my oldest sister has something to answer for that! She is a bit of an oddball, her vegetarianism over the years has inspired me, you know she has always been very environmentally aware and has challenged me over various things, so yes I would say my sister has been quite important to me...she also encouraged me in buying this hotel, which already had an established vegetarian profile and I was keen to continue it... [10/270]

The proximity of people with pro-environmental attitudes was also noted as significant, as in the case of the above hotel owner whose neighbour, a vegan and the village grocer, had raised her awareness and backed her environmental efforts. Customers, on the other hand, did not appear to have played a role in the decision process. In one instance a Scandinavian guest had insisted her towel did not need to be washed everyday but just hung on the radiator to dry. This incident had amused the owner who, despite considering it a sensible practice, thought better of introducing it as a policy in his establishment, possibly for fear of spoiling the quality of customers' experience. Joining the scheme, however, did provide the justification for implementing that and other measures.

Finally, an eminent figure in the hospitality and tourism scene held in admiration by one respondent had inspired the latter to follow his example by implementing an environmental policy, though the lack of a guiding framework had resulted in efforts being unsuccessful:

> ...I am in awe of X. I feel when I look at X I just feel that's small, to me he is a giant, he just says all the right things and does all the right things and if anybody, if I had someone in this trade that I really wanted to look up to, to emulate, I would look up to X because I just think that he is so far ahead of the rest of us that it just not true... so yes, we got the chance to visit them and see what they were doing, we came back very fired up... [20/259]

Interestingly, no other references of this kind were made, perhaps on account of the spirit of independence that characterises many small business owners, who may be unwilling to admit to following the example of larger establishments.

Events such as having a family were also found to be influential. The most concrete example was that of a chap who, once a keen fisherman, had stopped fishing soon after becoming a father because he could no longer justify killing a fish in front of his young daughter. Setting the right example is one important responsibility of parenthood as are caring and ensuring a safe future. Changes in personal circumstances had given rise to general environmental concerns in a number of other

respondents, who as a result of becoming a parent had started worrying about environmental threats and the possible effect on their children and, in reaction to that, had begun using environmental friendly products and undertaking other remedial measures.

While relatively few respondents spoke of direct experiences that had affected them, many more acknowledged the influence of the media, both in terms of raising awareness and generating a concern. In one case, seeing a demonstration against nuclear power on television had induced one respondent to join Greenpeace, while a documentary on animal cruelty had induced her to buy Not-tested on Animals products. Similarly, a programme about slavery in coffee and cocoa plantations had prompted immediate action in one young hotel owner:

> ...it *really*, really got to my conscience, so the next day I picked up the phone, phoned X (the supplier) and said 'right, I want the Cafédirect stuff'. So, we now have all that in place, the new menus are coming out with Cafédirect information on them, all the rooms will have Cafédirect magazines and Cafédirect tea and coffee sachets... [21/64]

Environmental documentaries had sensitised many others, who had then started to implement small changes in their daily behaviour and considered alternative practices to reduce their personal and business impact on the environment:

> ...I watched a programme about how Germany copes with its rubbish, it's a pilot initiative, but was actually very interesting because every household is allocated a weight that the rubbish can be and these buckets actually go onto the back of the lorry and they are weighed, it's all done by computers and if your bucket is over the weight allowed you are charged, so you can imagine *nobody* is over the weight! It's working brilliantly because people are fined at source! [4/397]

The periodical warnings on the media about the hole in the ozone layer, global warming, pollution and other threats also played a role in capturing people's attention. Further, it has to be noted that towards the end of the data collection process foot and mouth disease broke out, raising existing doubts about the sustainability of modern farming practices, while extensive media coverage exacerbated the issue further, raising concern levels about global environmental threats and the quality of life. Business-wise, apprehension over falling levels of bookings added to the feeling of vulnerability shared by participants, particularly those operating in remote country areas such as the Highlands that had already suffered from a drop in visitors due to the high currency value, BSE and the petrol crisis.

Business-related Factors

One important influential factor relating to the business was location. In many a case, the establishments visited were situated in beautiful natural surroundings that had sometimes been the reason for establishing the business in the first place, particularly in wild and unspoilt areas such as the Highlands and Islands region, which has traditionally attracted a high number of white settlers. Though this group was underrepresented in the sample, references to the beauty of the scenery were a recurring theme, clearly dominant among rural business-owners that recognised the importance of preserving their business' major asset:

> ...after all, our guests come for the very reason that they enjoy our pristine landscape, it all revolves around our landscape so it's extremely important to look after it. [11/74]

> ...why do people come to Scotland? It's because it's a beautiful unspoilt area, so the business, we all rely on it being unspoilt, so clearly that's something that we want to make an effort in maintaining... [28/198]

> ...the location of this hotel is such that you have to care for the environment it's in because we sell this hotel on the basis of its location, so keeping this area as natural as possible is very important to us. We are lucky, we were half way there before we started. If you have got something nice you want to keep it nice. I think that is really the essence of it. [14/345]

These statements convey an element of farsightedness that is both laudable and rare going by the apparent inertia of the UK tourism sector in environmental matters. On the subject, it is interesting to compare the above comments, all made with a certain degree of detachment and in clear business tones, with that of the HG who yet again distinguished herself for her emotional involvement:

> ...we live in such a beautiful area, oh! I mean! In every letter I write, *every* letter and I can say this in the faith of my make, I never write a letter to a guest without saying about *my beautiful enchanted island*, I mean they must think she is off her trolley! (laughs loudly) but it's true, it is a beautiful enchanted island! And if they come and enjoy it they'll go away wanting to make their wee bit nicer. But it's not just make ours look nicer compared to the rest, no. It's to make the whole of the world nicer...[16/154]

As in the above case, the effect of beauty was clearly also felt at a personal level and in some instances had actually triggered awareness:

> ...I think, really just being in X (Western Isle) has just opened my eyes more to the environment and to the impact or the possible impact that adverse things can have on such a place, you know it makes you realise more that it should be preserved and maintained. [10/12]

> ...well, beauty all around you brings it home to you doesn't it, and coming to this island I think has made me aware that you want to keep it that way, because you know clearly we make a living out tourism and in one way or another it all has a knock on

effect with the whole community so it's important that we take care of it. [17/30]

Interestingly, contrasting views emerged as regards the influence of location in relation to upbringing. While a few respondents specifically attributed their awareness of and concern about the environment to their urban upbringing, others stated the exact opposite:

> ...I belong to a rural environment rather than a city environment, I was brought up in the country so the environment is a big concern for me personally, also I think you are much more aware of the damage having come from the country, I think I probably notice things in the city that people who have lived there all their lives don't notice... [30/210]

Other external influences noted were legislative pressure, which in some instances was found to have directly contributed to the adoption of measures. Mentioned were the introduction of levies such as the Landfill Tax and the Climate Change Levy (CCL), the latter due to come into force after data collection. Rising waste disposal costs, often higher in remote areas, had prompted some businesses to carry out a cost assessment and reconsider existing practices:

> ...the other reason was cost control because, for example, our waste disposal was becoming more and more expensive because of the extra landfill charges, we were heading towards a £2000 a year cost just to dispose of our waste and I thought that was absolutely ridiculous. So I thought what could we do to reduce that? So we actually did a survey of the waste and we found that about 50% of it was made up of vegetable products, glass and paper cardboard, so we said right, we can reduce that by recycling the glass, putting the vegetable products on the compost heap and recycling the cardboard, so we actually did reduce volume of waste that was being paid to take away by 50%...[26/30]

while the recent introduction of water meters and the forthcoming CCL had motivated some PMG to introduce cost efficient measures:

> ...because of this climate change levy, basically, we are getting all determined to paying as little as we possibly can, so we are going to be sticking the low energy bulbs everywhere, and put extra insulation and generally be extra careful with our use of energy and of course now we are also metered on the water...[12/65]

> ... most of the bathrooms systems now have got bottles in them in the cistern, so they use less water because the council were are soon going to put in water meters so you'll get charged per consumption...[15/19]

Finally, some respondents also candidly admitted their frustration at not being able to exert control over guest use (or misuse) of energy, suggesting that was a further reason to install energy saving devices:

> ...I get irritated at the way some guests waste our electricity, Americans particularly,

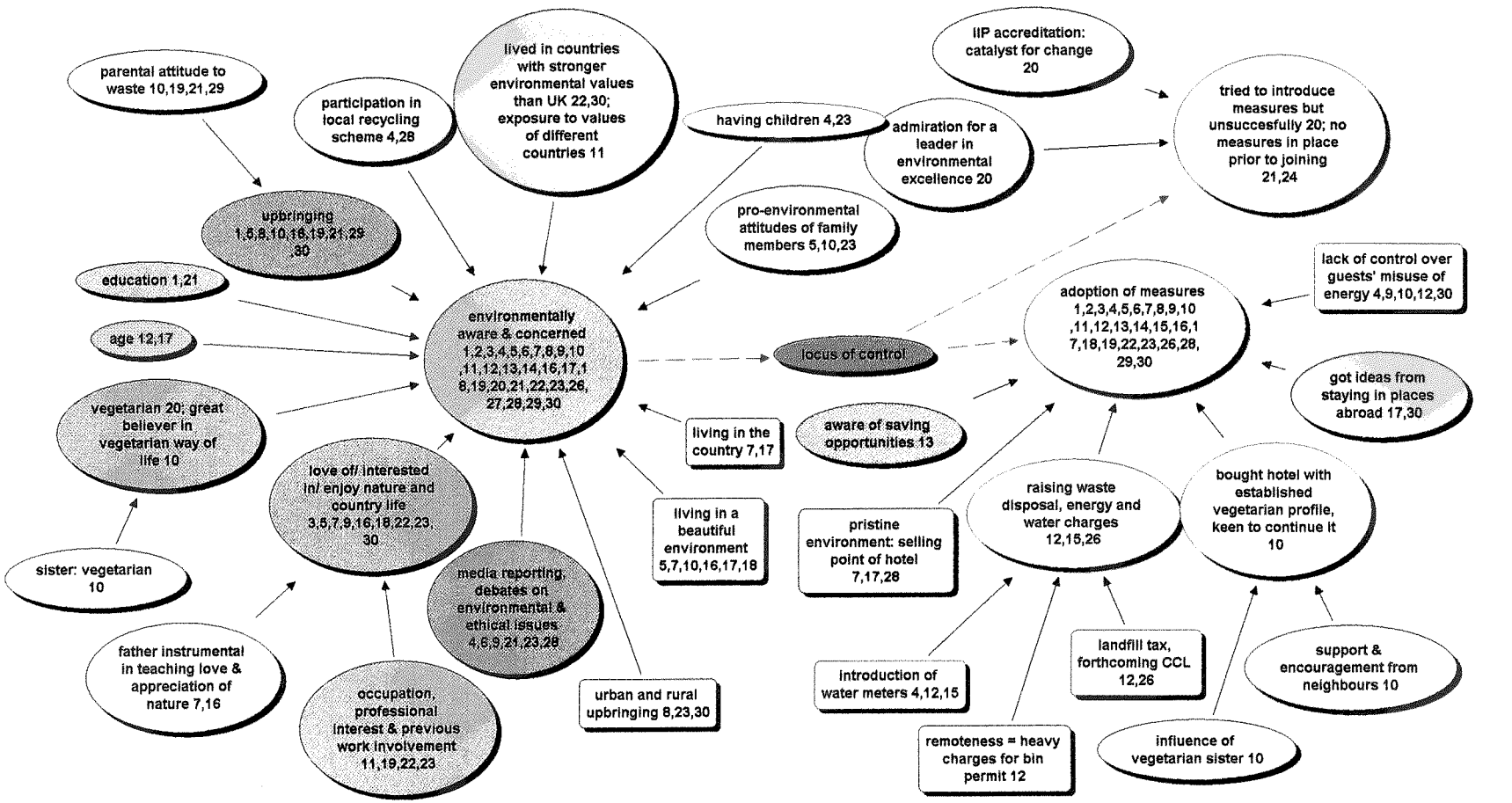
> they burn everything they can, they go out in the evening and all the rooms lights will be left on, heating full on and nobody there! *It's crazy*! [9/159]

> ...especially when you don't have control over things once the guests are in their bedroom it's their bedroom so the likes of energy efficient appliances or light bulbs etc. are quite important I think, because you can go into a bedroom and every light is on and could have been on for hours, you don't know, or all the windows are wide open and the radiators are onto full you have no control over that, and it's not until they've checked out that you realise what's happened (shakes head in despair)! [30/268]

Similar levels of frustration were noted across the sample, especially in reference to American guests who, it would appear, were almost unilaterally perceived as less environmentally conscious than their Northern European counterparts who, in contrast, were often praised for their environmentally responsible attitude.

See the map on the following page for an overview of the influences considered in this section.

Influential Factors



4.7 Measures Implemented

This section reports on the measures implemented by the businesses. In examining the measures, the review follows the format of the GTBS Guidance Notes (1999:1), which address the following areas: waste; energy; water; transport; purchasing; training & monitoring; communication; and wildlife & landscape.

It was not within the scope of the research to assess the level of action undertaken, especially as all participating businesses were environmentally accredited. However, in the course of the interview questions were asked on the type of measures the business undertook in order to obtain an additional insight into the participants' motivations and perceived barriers to action, while often respondents themselves volunteered examples of the action they undertook. For this reason the information that was obtained was not gathered in a systematic way, nor is it a full account of the measures implemented. The short description that follows adds nonetheless to the understanding of the matter investigated and has therefore been included in the findings.

It should also be noted that the range and type of measures was conditional to a variety of factors. Capital availability was one such factor, particularly where the implementation of measures required structural changes to the property and/or involved a substantial capital expenditure. The average length of customer stay also determined the suitability of some measures. An example is the limited applicability of a towel/linen agreement in businesses that relied on passing trade and averaged a high number of 'one-nighters'. Access to recycling facilities was another important issue. Crucially, the level of action undertaken depended on the degree of environmental commitment of the owner-manager as well as on the underlying rationale for action. These factors are reported in more detail in S 4.8.

Waste

The recycling of waste was one of the most commonly implemented measures, perhaps because of being a low effort activity. Three respondents however did make excuses for not doing it regularly on the basis that it was the council's responsibility to provide a differentiated waste collection service and not up to the individual to

drive to the recycling site. The availability of nearby facilities largely determined the range of materials gathered for collection within the establishment. On the whole, glass, paper and aluminium were the materials most widely recycled. The composting of food and garden waste was also a popular measure, together with textile recycling to charities or clothes banks. Batteries, plastics, cardboard and cooking oils disposal posed more of a problem owing to the current scarcity of collection sites in Scotland. In some cases respondents had enquired with the council only to find the service was not available and/or the services of private operators must be sought:

> ...we separate the cardboard and have it recycled but the council isn't interested, they won't touch the cardboard because they say it's not commercially viable and yet here is one guy with an old scruffy wagon collecting it for us. We have to pay him now because the value of recycled paper has dropped, so we pay a small amount I think it's about £60 a year as a contribution to him, but you know if he can do it then the council could, particularly because they would have the economies of scale but they are not interested... [26/25]

Though there were some exceptions, in the majority of cases refuse segregation applied to domestic waste only. In other words waste left by guests was rarely separated, as this added to the workload and/or would have required the training of staff. All the same, some businesses were rather active in making an efficient use of guest toiletries and toilet paper. Measures included supplying staff or public washrooms with the used products and recycling these for personal or staff use, as in this case:

> ...quite a lot of soap comes back, so we obviously put them in the public toilets to use it up 'cause sometimes they have only been used once, what else, just daft things like (laughs) in the bedrooms when people check out, we always supply guests with two rolls of toilet paper, now if one is about half way down it's taken out immediately and a new one put in, the girls know not to throw it away, (laughs) so where we live there are rows and rows of toilet paper! [17/330]

Reconstituting soaps was also done, though only the HG sold these back to customers for charity:

> ...old soaps I grate them down, and re-form them into other soaps =*you boil them up or*?= no, no just grate them and bung them all in the food processor, then add a wee drop of water to shape them, put some oatmeal at times, then you get some of your wax paper that you have kept out of your Kellogg's Cornflakes put a wee label on saying "Oatmeal soaps made by hand in X, all proceeds go to charity" and there you are, customers buy them and it all goes into the charity cancer box! [16/700]

A simple habit such as flattening toilet rolls to minimise usage was another of the

HG's green tricks:

> ...I squash the toilet roll =*mmm, for*?= well instead of having a round and it simply pulls off I elongate it, I squash it so that when they go pull pull pull you haven't got the whole roll coming as well, it works a treat, but you really have to squash it, and it's amazing the saving that it gives you! [16/810]

Energy

Energy management was another area where measures were implemented. Examples included the fitting of Savaplugs on fridges and freezers, of Compact Fluorescent Lighting light bulbs, and of dimmer switches or sensors; the use of energy rated appliances and the supply of small kettles in guest bedrooms. As this Gold member explained:

> ...we got foil at the back of the radiator, time switches for heating and water, ehm...och the remote controls for televisions have rechargeable batteries, the kettles and hairdryers we supply guest with are all low voltage, things like that...[30/30]

Similarly the fitting of double glazing and thermostatic radiator valves, the installation of high efficiency boiler units and improved insulation were other practices adopted by the businesses in a effort to maximise heating efficiency. Clearly the adoption of such measures had not happened at once but gradually with the need to renovate and/or as appliances came to the end of their lifecycle.

Water

Water efficiency measures were, on the other hand, less widely implemented possibly due to the capital outlay some of these required and the only relatively recent introduction of water meters, which resulted in businesses being charged on consumption. Thus while basic measures such as placing a plastic bottle or a Hippo[4] in the cistern, using the economy washing cycle, having a towel/linen policy or simply checking for dripping taps were commonplace, some of the more high-cost measures were seemingly confined to just two of the slightly larger businesses:

> ...we put in flow regulators in the taps and showers while in the gents toilets there is no water at all apart from the sinks, it's all waterless urinals, NASA technology, no more water running constantly through the gents and then in the ladies we put Tapmisers, you know nobody likes these ones where you push them and you haven't got time to put your hands under before it's turned off but the Tapmisers actually give you quite a long time 'cause they rise much more slowly under air pressure...[12/30]

[4] Open plastic bag retaining 2 litres of water when toilet is flushed

Transport

Limited information was collected on this aspect. It is quite probable that many of the businesses did provide customers with information on public transport, walks and cycle routes and town maps, though only a few overtly mentioned it. This rather proactive guesthouse owner was one example:

> ...one of the first things we tell guests is to get a day pass which is very convenient if they want to use the bus. Before the bus company started doing their day passes we had done an advert for short breaks, all in green print and we were offering as an incentive free bus travel instead of giving a room discount because the type of business we were getting short-term visitors, so we were offering 'Stay three days, get a free bus travel around the city' sort of thing...[30/310]

Others were members of the Walkers & Cyclist Welcome Scheme and offered facilities for these groups of visitors as part of its requirements.

Purchasing

Many examples of ethical purchasing were provided in reference to products used not only for business but also personal use. Phosphate and chlorine free detergents and cleaning products were commonly used, as well as alternative cleaning agents such as vinegar, salt, bicarbonate of soda or lemon juice. Recycled paper products for kitchen and toilet rolls, writing paper, menus and brochures were also widely used across the sample, though cost was often mentioned as an inhibiting factor. Buying ethical and sustainable products and supporting local producers were further examples of efforts to 'vote with one's purse':

> ...we tend to buy all the organic stuff from the island as much as we can, not necessarily because it's organic but because it's helping people on the island, and also somebody is not coming on the ferry and driving all the way just to bring you stuff so it all has a knock-on effect and you are helping somebody's business, all these little things help.. [17/185]

> ...I do try not to buy anything from the far east if I can unless it's specifically from somewhere where they are working as a co-operative, in particular China I avoid I saw a programme a few years ago on animal cruelty, ohh! It's just too horrendous to think about it, so yeah you try but then you wonder what more you could be doing and whether you are doing enough...[23/215]

These comments, perhaps more than others, illustrate the role played by personal values and beliefs in decision-making and their influence in a business context.

Training and Monitoring

These were aspects seemingly addressed by only a small number of businesses, mostly larger-sized ones. As regards training, four hotel owners did claim that an environmental awareness session was part of the normal induction, though no other specific environmental training seemed to be provided for staff. Probing, however, often suggested a different reality:

> *So do you see any drawback in being green?* Well obviously there is the training issue because the business can only became environmentally aware through its employees and that is obviously a financial commitment =*right, so do you provide environmental training to your staff?*= yes, sure we do =*and what does it entail?*= ehm, really ehm well you know, things are discussed at staff meetings, ehm, excuse me a minute, sorry! [2/245]

Little evidence of formal training and even less of environmental training was found in the remaining establishments. This instead seemed to be a typical approach:

> *What about your staff, do you train them on environmental matters or?* (Laughs) what we do here is we have a cup of coffee in the morning and we talk about what's going on, what needs to be done and that's that, you know that's the staff training, housekeeping it's not exactly rocket science (laughs)! [19/500]

Respondents in fact often argued that it was easier to look after the environmental side themselves rather than spend time and effort training staff, who were frequently criticised for their lack of interest in environmental matters:

> ...I do the sorting. It's easier for me to do it than to pay a girl to do it. Anything they can do I can do in a fraction of the time so it's easier for me to do it... [13/388]

> ...I am doing the rooms this year because och, it's just much easier rather than having to be constantly running after staff to check whether they've done what I told them to do with the bins and the toilet paper (sighs) yeah at least I don't have to worry about that... [23/334]

These comments are revelatory of an attitude that is surely not confined to matters concerning the environment but is indeed indicative of the management style of many small business owners, as this quote clearly indicates:

> *So how did your staff respond to your decision to adopt environmental measures?* It's very straightforward, because I am a small establishment, what I want goes! [1/481].

Similarly, monitoring tended to be confined to the larger businesses that had the resources to carry out regular checks. The few smaller establishments that did monitor consumption on a regular basis were either PG or PMG, suggesting that the reason for action played a role in the matter, as this quote from an EG reveals:

> ...as part of the scheme you should monitor your costs and be able to identify savings, you have to take readings or your gas and electricity but I find that a dreadful chore. Basically it doesn't matter to me whether I have saved or not, that's not why I do it...[29/210]

Equally, when questioned on their approach for monitoring customer satisfaction few were found to specifically address the environmental aspect in the feedback form while others were unsure how to approach it.

Communication

With regards to communication, it was found that very few businesses had a written environmental policy and could provide written evidence of their practices. Most just had an informal policy, not on public display. When asked why, most replied they saw no need for it, as the paperwork would only add to the administrative burden. In contrast, many proudly exposed their GTBS Award plaque in good public view. Communication of the 'policy' was mainly done informally, by talking to guests, and discretely, with the exception of notices on a towel/linen arrangement. Sometimes environmental information was included in the guests' welcome folder, while a few believed in taking an active role in guest education:

> ...we try to encourage guests to be more aware with little notices like "Please read the environmentally policy", in the ladies we have signs saying "We are trying to be kinder to the environment, please turn the light off when you leave" and we put it in different ways like "If we were to wash everyday using heavy detergents quite possibly the otters that you love watching would move away. The reason you have a family of five otters to watch at breakfast each day and lots of seals and wading birds is because the water is very clean", because if you put it in other ways they just think you are being mean! [12/261]

Some took this role more seriously than others!

> ...one of things we offer our guests is to come down to the hen house and gather the eggs and *they love it, they love it*! You watch a huge big man trying to fit his hand underneath a hen (laughs loudly) and many a time I just wish the hen would just go 'Booh'! But it's lovely, and again it's not just going down to gather the eggs no, it's saying feel the hen, put your hand and feel the heat and most of them can't believe it, it's a wonderful enlightening experience for them (laughs)! [16/420]

Wildlife and Landscape

The adoption of wildlife protection measures was another aspect many took on board depending on location, available grounds and resources. Common measures included supporting environmental bodies or charities, putting up bird and bat

boxes, establishing a wildlife area in the garden or planting native species:

> ...we have a piece of land which is full of bracken and all that kind of yellow stuff =*oh yes gorse*?= yes that's the one and it's stunning, the aromas and the colours and that was of interest to Scottish National Heritage because the rock formations are not apparently to be seen in the rest of Scotland, so we are quite proud to tell our guests that and we want to put a walkway through it and that will be a lovely area also for the spectacular views over the sea...[20/490]

Giving guests a chance to learn about nature was also seen as the role of the host :

> ...one of things that we do with our guests is to offer them to come into the garden with us and pick our produce, or gather wild produce so they can learn all about it and they love it...you see to be environmentally friendly you have to know what kind of trees or flowers or birds are out there. If someone looked out and saw geese and asked what are they if you just said geese that would be very ignorant. We know that these are White-fronts, come from Greenland and go to the south of the island, the Barnacle Geese go to the north, there is all these kind of things you have to be aware of, why the birds come to you, we have Waxwings come every November and they come because of the cotoneaster at the top of the garden...16/415; 750]

4.8 Perceived Barriers to Action

This section addresses the barriers to action by examining the factors that respondents felt impinged, either directly or indirectly, on the range of measures the business could undertake in order to be environmentally friendly. These have been classified under three main categories: attitudinal; financial; and operational. Occasionally, commonalities relating to the four typologies were observed and are discussed here. A map displaying these factors concludes the section.

Attitudinal

An issue that featured frequently in the course of the interview and often led to disparaging remarks was the perceived lack of social responsibility found in today's society and the resulting loss of respect for the natural environment. Litter was a common issue of complaint:

> ...I don't know if attitudes to being green would become more favourable if attitudes to litter were improved but gosh! There is a lack of positive litter culture here! The waste and litter that lies about it's just awful, the car window goes down and the cigarette fag goes out, I mean if the parents do it the children are going to do it, but parents have a lot to answer because they themselves set the example! [9/591]

Lack of education, both scholastic and parental was one of the causes identified behind this phenomenon that left many disgruntled:

> ...I think the culture of looking after the environment has disappeared. Edinburgh used to be a very tidy town and now it's litter everywhere, it's so bad! It's the generation that's growing up, obviously they don't hold the values of keeping the environment clean and they haven't learned this and nobody is teaching them, there should be a social responsibility class...[7/398]

> ...it's down to education isn't, I mean, you have to start off as school, everybody should be made aware at school, it's almost like a commitment to being on this planet! But then I don't think they are getting educated by their parents I don't think it's the school's fault, I think there is a break in the system somewhere (sighs)... [4/210]

Others attributed this apparent lack of respect for the environment to the so called 'Out of Sight, Out of Mind' attitude, seemingly still found in remote and sparsely populated areas such as the Highlands, where the vastness of the landscape is thought to somehow obliterate the damage:

> ...up until the 80's it was quite common for people to abandon cars in the middle of the moors, people thought it was ok to do it. I still meet people who'd just chuck anything down on the shore 'cause the sea takes it away...[10/575]

and where environmental concerns are perhaps less felt given the apparent health of the natural environment in comparison with other more industrialised or populated areas:

> you just feel like you're banging your head on the wall, people up here look at you and say why? I came up from London originally I think people worry less here about air pollution etc because it's not too bad...[23/75]

Comments on the short-sightedness of locals, Highlanders in particular, were common perhaps due to the low number of interviewees indigenous to the area. This criticism was extended to staff who, according to some owners, were reluctant to change from existing to environmentally efficient practices:

> ...you have to watch, I try and empty the bins without throwing away the plastic bags, they would throw away the whole thing, so I am sort of for ever running round pulling bags out! Yeah they would do whatever is the quickest, they just couldn't be bothered at the time...[23/338]

or showed a complete lack of interest:

> ...there is a total lack of enthusiasm, but they are Highlanders and they are really not interested. I mean they are not of the highest calibre but that's probably general throughout the hotel trade, apathy! But they do what I tell them so we get round it like that! [13/373]

How the problem was dealt with largely depended on the management style of the owner-manager. Thus, while some took the view that it worked best to limit the amount of environmental information and responsibility given out to staff on the

basis that it was easier and quicker to simply carry out such tasks oneself, others favoured the educational approach and had taken it upon themselves to educate their staff:

> ...from my point of view it's a matter of convincing them, I mean all the staff are more than happy to carry out anything I ask them to do provided they can see the sense of it and it improves their work, we have a bit of a laugh and joke about it, but then again some of them are quite motivated and some of them are not, it's the same old thing you try to quietly convince people of the sort of righteousness of things without ramming down their throat, 'cause once you start that they usually shut up and don't listen to you! [10/426]

One manager also pointed at the fact that policy implementation could be inhibited by the high turnover of staff with obvious implications for training.

The comparatively low levels of environmental awareness currently found in the UK were another frequent cause for complaint, and widely used as an explanation for the lack of customer interest in the scheme. Through personal experiences but mostly through their customers, respondents had formed the opinion that Britain lagged behind in environmental matters in comparison with other northern European countries. Some of the comments were quite critical and gave an indication of the feeling of frustration many shared on the issue:

> (unprompted)
> ...I am afraid that our society is not yet structured to cope with what we are supposed to do to be environmentally friendly unlike other societies in which I have lived, Canada, North America, Germany where people are extremely environmentally aware and it's considered a crime to discard an aluminium can...[22/19]

> ...Britain generally is not environmentally friendly or conscious, Germany and Holland the countries that I have got a little bit of knowledge about I know that they are very conscious and there are certain penalties if they don't separate their waste and so on, whereas in this country people don't even laugh at it they just ignore it, ignore it because there is no policy, there is no plan, no central plan for it so it's quite disappointing really. [13/437]

The implications were obvious to those establishments that had policies in place requesting guests to co-operate with their preservation efforts:

> ...see the likes of the Germans, they wouldn't want you to change their towels every morning because they would realise that's a waste of electricity and you are polluting so they would quite happily comply, but they think like that, we don't. I mean they even have more respect for the non-smoking sign, the British they'll smoke in the bedrooms no matter what, but I think we've just got to that stage where people haven't got respect for things... [19/106]

> ...this country is so slow, so slow...Europeans are a lot more co-operative but I would say that the English are probably the worst, just don't make an effort...when you go

> abroad you see a lot more methods for recycling or waste containment than we see at home, I think it's just education, they've never done it but through time hopefully it'll change...[30/118]

On the subject it was interesting to hear that Americans were regarded almost unanimously as the least environmentally conscious and inclined to waste resources thoughtlessly:

> ...I think it's universal, I mean it doesn't matter whether they are Californian or they are from NY or Washington wherever they are from, they have the same idea that oil is an endless supply, they really don't see the problems with leaving the fridge open for 20 minutes while they decide, it's just not in their culture but then 20 years ago it wasn't in ours either (laughs)! [12/251]

It became clear, however, that this perception was largely influenced by the type of customers the business attracted, since those who catered for mixed markets were more discerning in their observations:

> *Have any of your customers enquired about the scheme?* Yeah, I mean Germans and the Dutch are much more interested, some of the Americans were interested...they sort of fall into two distinct groups: those that really are highly motivated, sort of have half a brain and they are always interested in what you are doing and are generally more aware but then there is, unfortunately, the other half of Americans those that are just not on this planet [laughs] you know the big steak eaters, the big petrol guzzling and this sort of thing, and they really don't give a damn! [10/260]

Criticism concerning the low levels of environmental consciousness was not confined to staff, guests and the general public but extended to local and central government. In fact there was widespread discontent regarding the absence of governmental leadership and commitment to environmental improvement, as many felt that the responsibility to endorse sustainable development and make it viable for businesses lay primarily with the governing powers:

> ...until the government is prepared to do something about it then *nothing*, *nothing* will happen. I mean everything it's just little bits like me doing my little bit, but that's maybe 1% of businesses in this sector, you only have to go round at the back of almost any hotel and see the number of big commercial skips they have with the lids wide open because they are throwing in all the boxes without even flattening them, it's quite depressing. But of course there is *no* government policy in this country. I am not a political type person, don't get me wrong, but this plan should come from central government, somebody is going to have to give them in London a jolt because at the moment it's scandalous, there is no incentives for people such as myself, for small businesses, to be waste conscious...[13/240]

> ...the government never act until it's too late, it has to be something like BSC or foot and mouth or an absolute catastrophe before they'll actually step in at the last moment. So despite the best efforts of people I think it's the government that should set the example, quite frankly! [12/334]

Attitudes towards local government were as critical. Local authorities were fiercely criticised for their apathy and lack of interest in encouraging responsible behaviour:

> ...they just don't want to know, the X Regional Council and X Council in X have no scheme for getting rid of this waste, and on occasions when I take the cardboard the bins are full and the guy just says "Oh they have not been to collect the cardboard, just put it into the skip". Same with all the guesthouses and bed & breakfasts they should not even be given a commercial wheelie bin with a little business like that, they should be made to segregate their waste and disposing of it efficiently, but the council is not giving them any incentive, they are just saying pay us a couple of pounds a week and we'll take away anything you like to throw at us! [13/203]

Lack of support to businesses seeking co-operation or showing a degree of initiative was another criticism:

> ...we wanted to get bins in from the local authority for sorting out glass and but they wouldn't do it and that was a big disappointment, I would have thought the local authority should have encouraged businesses to do this I was quite happy to be a recycling point for the local community, but no, so yes I would have liked a bit more backing...[20/464]

> ...I have been trying to get the council interested in doing something about polythene bottles because although there is not a lot of value in it there is a big cost in their disposal to landfill because it takes up such a volume and they never self destruct, the beach it's covered with them. But again although I have spoken to X and I have spoken to Scottish Executive and I have spoken to MSPs and councillors really there is nothing happening, it's really quite frustrating! [26/44]

These comments convey the sense of abandonment, anger and frustration felt by those who were willing to take an active stand in environmental protection but instead found their efforts thwarted by a system not yet ready to cope with the demands of a few proactive business owners. While general attitudes towards the environment represented a barrier to further action, much seemingly depended on the personal commitment and on the importance given to environmental preservation. As this lady admitted:

> ...I can't say I am very serious, I mean I take it on board and I try and do my little bit, but I suppose we are all guilty of it, it seems a good idea and you think oh that's good 'cause I'll be doing my bit but then you know life gets in the way...[17/517]

Further, if environmental practices were viewed as added work and requiring extra effort, what was a simple routine task for some:

> ...when I take the waste sacks out from the kitchen I tie it at the neck and I stand on it and compress it down to almost a fifth of its original size...before binning milk bottles and plastic cartons I stand on those and compress them flat... [13/114]

> ...it's no difficulty for us really to recycle glass, I think anybody who says they can't take their bottles is lying through their teeth! [12/595]

becomes onerous for others and any excuse is thought to be valid:

> ...to deal with it [waste] well it takes effort, to collect it and get it down in a busy season you know, plus you have to take it down to the council tip which is not the most salubrious of places, really it's not, so it's not an entirely (smirks) pleasing exercise to go down to a refuse tip, and it doesn't do your car any good on all that roughage...[9/79]

It also became clear that the more accessible the facilities, the least inconvenient activities such as recycling were perceived to be. Many of those who recycled regularly either lived nearby civic amenity/recycling sites or passed them on their way to the supermarket or work:

> ...the recycling site is just at the entrance of town, really close by so it makes everything very easy for me, you know if I had to work hard at it I don't think I'll be as green as I am considered to be! [7/35]

In this case having access to an industrial recycling site made it even easier:

> ...I take all our bottles, papers and cardboard to the dump up here which is quite good for us because they then sort it, they are also set out for the recycling of glass, they have got big huge areas set out for the different colours so we colour sort our bottles, put them into fish boxes and I just empty them there, so it's very *quick* and *much easier* than the conventional bottle bank where you are feeding them one after the other... [28/25]

Convenience and ease of access are important factors that impinge on the time commitments of the individual. Lack of time was in fact acknowledged as another potential barrier, albeit by a minority, not only from an operational perspective but also in terms of dedication:

> ...whilst I am interested in environmental issues I simply don't have the time to do the wide reading that I maybe would like to do. I have been talking with the fellow from X 'cause he was interested in community composting, but again you know I am a small business I am up to my eyeballs with things at the moment and whilst I am very keen to try and do something about it, it could take me up to two years before I really get going on it (sighs)... [10/520]

Locus of control was also identified as a factor. Some individuals in fact seemed to be constantly deferring responsibility onto others and believed it was not up to them to initiate action, as illustrated by this amusing dialogue between husband and wife:

> [The interviewer informs the couple that soaps and candles can be given to charity and recycled:]
> wife: oh that's good to know, I'll take them to the Red Cross
> husband: well again the Red Cross if they made it known that they take these things
> wife: but you just go down and ask in the shop, I mean!

husband: well eh [sighs contrivedly]
wife: well! You can't be spoon fed all the time! [9/715]

Many noted that what was needed to ensure participatory action is constant prodding and reminding to the effect that alternative practices become the norm and are slowly incorporated in daily routine. Yet, it would appear that it is precisely in the act of changing established patterns of behaviour where the difficulty lies:

> ...the great thing would be to get into a routine, what we should do really is to take our bags with us when we go shopping and you think you will but then, they sit in your car and you go into the shops and you've forgotten them. It takes time to educate yourself and think "oh mustn't put it there, it goes in the recycle pile and so on" so this is why we were saying that you need to be prodded and reminded now and again, with notices, be constantly reminded and made aware, otherwise you just won't continue! [9/266]

Finally, the perceived associations of being 'green' need considered. Freely mentioned by some in the course of the interview and acknowledged by others in response to "do you see any drawbacks in operating environmentally?" was the perception that 'being green' has many negative connotations, illustrated here:

> ...we thought people might show a bit more interest but well, I think they will, it's just a matter of waiting. I think people tend to equate green with vegetarian, with someone who is perhaps a bit dull, a bit cranky you know and then when people see you drinking herbal tea oh! (laughs loudly) [23/190]

> ...I suppose I come off as a bit of a scrooge 'cause I go round turning off lights left right and centre (laughs)! [12/145]

> ...the greens (smirks), well they have had a reputation of having a fair number of weirdoes amongst them haven't they? which probably (laughs cynically) does a bit to antagonise the average guy in the street, it's the perception about greens, a bit weird, kinky (smirks)! [9/225]

Many therefore were aware of the possibility that having a green plaque may negatively influence customers' choice of establishment, though the issue often tended to be laughed off:

> ...there may be people who sit and look at all the symbols, which of the two places which one has got the most symbols, "Oh what's that wee mark there, right, we'll go green" equally they might say "Oh it's one of these conservation nuts, let's keep away" (laughs)! [25/271]

> ...I hoped it would be good for the business, but people may also think "Oh green nutter" and be put off by it. I had no concerns other than the fact as I said, that people may look at the green thing and think "Nutter, not going there" (laughs) but then I don't really care about that! [1/225]

Of greater concern to most, however, was the potential drop in standards guests might associate with an establishment that implements environmental practices. The quality of environmental substitutes is still contested by many while conservation measures are often viewed as mere cost cutting exercises. Thus the fear of falling short of guests' expectations was a dominant theme:

> ...*do you have a towel policy*? Yes, we have a notice saying 'If you want your towels changed then leave them in the bath, we are trying to do our bit for the environment' and that does work, probably 50-50, because there is people who come away and think "Oh that's my holiday, that's my bit of pampering, I don't want to use the towel that I had this morning". Same with heating we have it on all day, a hotel is supposed to, you know, you are supposed to feel comfortable as soon as you walk in the door that's just a statement about us, I wouldn't want people to walk in and feel cold, it sets them up on the wrong foot... [17/159]

> ...*and do you have soap dispensers in the guest bathrooms*? No we don't, no we have quite high quality guest toiletries. We looked at the soap dispensers and we think that looks a wee bit commercial, and we are verging on a country house hotel, we are commercial but we do it in a nice sort of way, guests are supposed to think that it's a home from home, you know, and they are very comfortable in here... [13/493]

Similarly, the fear of infringing on customers' rights by imposing certain norms of behaviour through notices was widespread. Preaching to guests was therefore a widely opposed practice:

> *Do you have any information out for guests explaining about your commitment*? No, no I don't actually, no I don't like to do that sort of thing around, if I go to some place and I feel I am 'got at' I would resent it, so I tend not to do that =*and why is that*?= just the way I was trained in this business, I have been in this business since I left university and the one thing is that you don't tell guests what to think or do, that's not your job =*and you said you would actually resent it yourself if*= yes, yes I think I would, I think I'd resent you know going to a hotel and having somebody telling me what I should think or believe...[7/373]

> ...I don't mind people knowing that I am green (laughs) but I don't want to upset people over things like vegetarianism, because you get all sorts of people and they are all entitled to their opinions and their ways of life and all we are doing is offering them accommodation and food and it's not fair to try and lecture them, you can mention it in the passing, like 'Oh yes we give sandwiches to dogs' or we have a compost heap but no you can't really be arbitrary [5/486]

> *So do you have any measures that directly involve guests*? No, none, it would be like it's telling them what to do and you don't want that, you know people get shirty when you start telling them what to do, so it's all done informally. At times you fear their reaction, you know sometimes just by looking at them you know that the last thing they want is to be told about environmental issues... [1/561]

Communicating the green policy was therefore viewed as a very delicate issue that many preferred to address informally by simply talking to guests with notices kept to

the minimum:

> *and so how do you let your guests know about your towel policy?* it's word of mouth really, the trouble is when you have got notices in the rooms it becomes a bit like a prison, the first impression to me it's always important and if you walk into a room and you have got a set of rules hitting you in the face, it's a bit draconian! [19/166]

Financial

The act of converting to environmental practices is not a totally cost free operation. The added cost associated with the use of environmentally friendly products was a drawback acknowledged by many, particularly with regards to cleaning materials, paper, toiletries and lighting, though some argued the real issue lay in supply and demand:

> *Do you perceive any drawbacks in being green?* No, no there can't be any drawbacks...apart from you know that initial cost I mean it is a bit dear all the Ecover stuff is a bit dearer but the thing is if more people bought it the price would come down it's sort of a vicious circle... [23/288]

> *Did you have any concerns when you decided to join?* I think we have had concerns over things like cost, we laid down our standards that we must use recycled photocopy paper but a year ago we had to stop that because we just we couldn't get the price, so again I think it's up to government out there to create that demand... [20/440]

Passing the cost to the customer was therefore a concern for some who saw paying a premium for being green as a constraint to further involvement:

> sometimes you feel you are paying an awful lot to be ecological and I think the customers are quite happy if you have taken those steps but at the end of the day they are interested in the price they have to pay and they won't pay extra, the whole thing is very sensitive and it actually all boils down to what is going to cost, so you have to think carefully...[6/103]

Similarly the cost of upgrading to environmental friendly standards had held many back from taking the decision to convert, as the age or type of property made it uneconomical to carry out structural work. Thus the availability of resources was once more an inhibiting factor, particularly in the case of small operations:

> *Were there any factors that held you from implementing these measures?* Well obviously the cost 'cause we would like to be fully double-glazed but it's just going to cost money, we have a lot of windows, so the costs are quite restrictive with the hotel being 12 years old, it's quite a big decision...[18/210]

> ...I was going to go for a wood-chip burning system for heating, but having enquired about it but I had to drop the idea because it just wasn't going to work for us and it entailed an initial outlay of about £7000, it's simply ridiculous for a business this size! [10/477]

Limited purchasing power was also an issue:

> ...sometimes it's so difficult to get hold of products, our local cash & carry doesn't do anything like environmentally friendly products, and they are not interested in hearing you know "Do you have this, do you have that?" and because I am only one customer and I am a small business why bother! [1/140]

The financial resources of the business were therefore an important factor in determining whether to consider alternative products at a higher cost and/or practices that required an additional capital outlay, as priority lay with core activities:

> ...as nice as it would be to go along the line of wholly embracing everything that's available in terms of environmental products we haven't got a bottomless purse, so therefore we have to be a bit careful! [14/144]

> ...well, when there is little income coming into the business, green issues tend to go a bit on the back burner, we have to look at things from a very hard nose sort of way, whereas if business is good these issues tend to come bubbling up the priority scale a wee bit more as you can probably understand... [11//48]

Operational

Just as cost prevented their wider usage, the quality of environmentally friendly products further restricted their utilisation, suggesting that the perception that "green is not quality" [16/137] is often based on reality. Dissatisfaction regarding the efficacy of alternative cleaning materials, the quality of recycled toilet paper or energy efficient lighting was in fact common, especially when it was felt it conflicted with operating standards:

> ...sometimes your environmentally friendly stuff is not as efficient...my other problem is finding recycled paper handkerchiefs the ones that I found so far they are horrible I can't give them to guests you pulled and millions came, no, I don't mind environmentally friendly but not at a cost that's not good for the customer and not good for me[1/739].

> ...they wanted us to use recycled toilet paper which we do, but the quality has got to be there, so there has got to be a balance, you can't always get the particular one we want and we wouldn't buy the next one down because it disintegrates in your hands and well that's the last thing you want (laughs loudly), it couldn't be used in a four star establishment... [19/434]

As seen earlier, fear of falling short of guests' expectations was a dominant concern, irrespective of grading or size, and one that made many wary of relying entirely on environmental alternatives. In this respect brand assurance [*Flash, Andrex*] also played a role as the use of unrenowned products may impact on quality guarantee or be viewed as cost cutting by customers and thus jeopardise the business' reputation. Availability and reliability of green suppliers was another issue of discontent,

particularly for those that operated in remote areas and were more heavily reliant on mail-order deliveries. Maintaining both service and green standards could therefore be difficult at time and was a source of dissatisfaction for some:

> we have a supplier of whole food and eco-friendly products but they are a crap company to deal with, they are so disorganised it really puts you off and from a pure business point of view they are an absolute pain in the neck of a company to deal with =*how is that?*= well for example if they are having a bad week and I cant get my recycled toilet paper, I have to drive especially to X to buy paper but it's not recycled, so I feel that I have been sort of cheated out of doing my bit because I have been forced to compromise in a way that I don't really find acceptable...[10/353]

Similarly, bulk purchasing, a practice often promoted as environmentally friendly, does not always suit the needs of small concerns that may find the expense too great to justify or not have the space available for storage:

> for us there is no particular advantage in going for bulk purchasing or mail order =*why?*= because they won't do it unless it's for a lot of people, they wont order for a few products and to make your carriage worthwhile you really need to purchase a lot and again it turns out more expensive, plus you have to find room to store all that! [9/173]

If businesses are to be encouraged in their efforts to become greener adequate facilities and support must be made available to them. Scepticism towards the suitability of environmental alternatives was in fact compounded by a perceived shortage of information, resulting in reluctance to make a decision on an uninformed basis:

> *Do you see any factors that might act as an incentive?* It would be things like putting a better infrastructure in place so it's easier to get information on things like light bulbs, one of the fridges works on the power saver plug, but we dare not, dare not put one of those on the freezer, 'cause if it stops working or doesn't maintain its temperature of the dairy fridge or the freezer that would be too horrific to contemplate so you know we cut out the risk. Also it not that easy to find people who will help you assess whether something is or not really worth doing, so getting better information and guidance would be really good...[28/307]

Shortage of information on new environmental products or developments in technology was also identified:

> ...up here you don't have a lot of contact and you are very isolated here in business, you just don't find out about things that are not mainstream, I mean sometimes my father coming from London is more environmentally informed than I am yet it shouldn't be but the information is simply not here, and I don't have time to spend hours on the net looking for things... [10/446].

Some, on the other hand, believed information provision was necessary to coach

people along as they, themselves, found it difficult to persevere. Suggestions as to how to encourage action and raise awareness ranged from educational audio-visual material to mailshots promoting the benefits of energy efficient systems, to simple "reminder bin stickers":

> ...what they need is a film of Germany and how they cope with waste issues, you always think of them as clean countries don't you? ehm they need to get a film together, promote it and put it on television and take it round to groups, young people's groups everybody so people hear about it and start thinking about it...=*have you come across the A to Z guide to recycling?*= no you see =(interviewer provides information about the guide)= it really has to be brought to people's attention, you have to be reminded constantly, for example having a sticker in the lid of the wheelie bin, what to do with your waste, so that every time you open it you are reminded that would be good... [9/233]

One respondent in particular resented the lack of environmental information specifically tailored to the needs of small hoteliers. Some of the more bitter complaints, however, regarded the lack of adequate and accessible recycling facilities, particularly in remote areas or on islands where sometimes even the more basic infrastructure [glass and paper recycling sites] was not available. Angry outbursts were therefore commonplace:

> ...they are doing *nothing, absolutely nothing.* I take my newspapers and cardboard and I put it in those skips but now there is no longer skips for newspapers they have been removed because it's not economical to recycle paper, now it's funny if you go down to Edinburgh or Perth Asda car parks they have these great big skips into which you put your newspapers so presumably they are recycling but not in this region...it's no good our government in London saying you must become energy efficient and you must not put stuff into a hole in the ground without putting some other system in place. And more and more through the post I get magazines all encased in plastic the people who send them to me have salved their conscience by printing on the envelopes recyclable but where and by whom you tell me, the whole thing is pathetic! [13/155]

In other cases, a tone of resignation characterised responses:

> ...especially on an island you are very limited as to where you can throw things, I think the saddest thing is that there is nowhere to recycle paper, you probably could do more in the way of recycling if the lorries could come over at a smaller rate or during quieter times but the ferry operators even if they are subsidised by the government, they don't want to hear about it, so I suppose it's uneconomical for them to come across...[23/104]

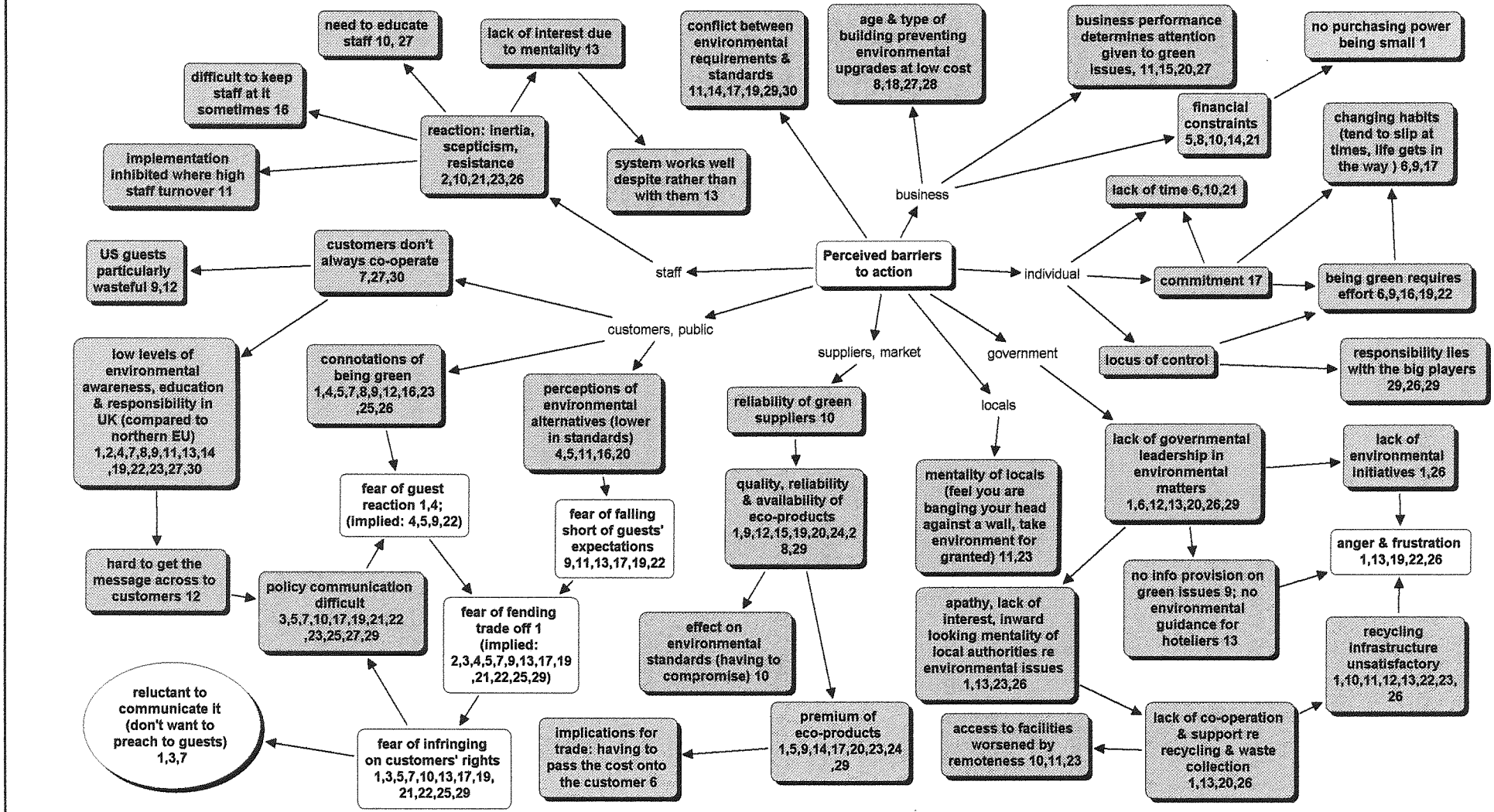
Particularly frustrated seemed to be those who had lived elsewhere and had experienced a better level of service from their local authority, which in this case proved to be rather forward-looking:

> ...when I was in England the municipal tips had a brilliant idea, you could dump your

> rubbish and they would look through it and some of the most appalling things that you thought nobody would ever want would be taken away, given a dust up and put on the site and offered for sale. They had been recycling in that way for years...whereas up here oh (shakes head) it's just hopeless, you take it to the tip they load it straight into a lorry and it's buried into a landfill site! But they don't realise that your rubbish is rubbish to you, but there is always something in there that is of interest to somebody else. I think it was a great idea 'cause A it makes them a little bit of money to pay the staff and it makes them self-supporting almost and B it drastically reduces the amount of waste that is landfilled, and in Scotland they could do with popping down to some of these sites 'cause they have been doing for uh at least ten fifteen years now very successfully. [12/597]

Dissatisfaction regarding the inadequacy of support infrastructure was thus a prominent feature of most interviews, though respondents operating in the Highlands and Island region tended to be the most vociferous. Local authorities were in fact the object of harsh criticism not only for what was perceived to be a parochial attitude towards environmental issues and unwillingness to support proactive businesses, but mostly for their failure to facilitate responsible behaviour by providing a satisfactory level of infrastructure. Refer to the map overleaf for a comprehensive account of barriers considered in this section.

Barriers


Perceived barriers to action
staff
customers, public
suppliers, market
government
locals
individual
business
reaction: inertia, scepticism, resistance 2,10,21,23,26
need to educate staff 10, 27
lack of interest due to mentality 13
difficult to keep staff at it sometimes 16
implementation inhibited where high staff turnover 11
system works well despite rather than with them 13
customers don't always co-operate 7,27,30
US guests particularly wasteful 9,12
low levels of environmental awareness, education & responsibility in UK (compared to northern EU) 1,2,4,7,8,9,11,13,14 ,19,22,23,27,30
hard to get the message across to customers 12
connotations of being green 1,4,5,7,8,9,12,16,23 ,25,26
fear of guest reaction 1,4; (implied: 4,5,9,22)
policy communication difficult 3,5,7,10,17,19,21,22 ,23,25,27,29
fear of fending trade off 1 (implied: 2,3,4,5,7,9,13,17,19 ,21,22,25,29)
reluctant to communicate it (don't want to preach to guests) 1,3,7
fear of infringing on customers' rights 1,3,5,7,10,13,17,19, 21,22,25,29
perceptions of environmental alternatives (lower in standards) 4,5,11,16,20
fear of falling short of guests' expectations 9,11,13,17,19,22
reliability of green suppliers 10
quality, reliability & availability of eco-products 1,9,12,15,19,20,24,2 8,29
effect on environmental standards (having to compromise) 10
premium of eco-products 1,5,9,14,17,20,23,24 ,29
implications for trade: having to pass the cost onto the customer 6
mentality of locals (feel you are banging your head against a wall, take environment for granted) 11,23
apathy, lack of interest, inward looking mentality of local authorities re environmental issues 1,13,23,26
access to facilities worsened by remoteness 10,11,23
lack of co-operation & support re recycling & waste collection 1,13,20,26
age & type of building preventing environmental upgrades at low cost 8,18,27,28
conflict between environmental requirements & standards 11,14,17,19,29,30
business performance determines attention given to green issues, 11,15,20,27
financial constraints 5,8,10,14,21
no purchasing power being small 1
changing habits (tend to slip at times, life gets in the way) 6,9,17
lack of time 6,10,21
commitment 17
being green requires effort 6,9,16,19,22
locus of control
responsibility lies with the big players 29,26,29
lack of governmental leadership in environmental matters 1,6,12,13,20,26,29
lack of environmental initiatives 1,26
anger & frustration 1,13,19,22,26
no info provision on green issues 9; no environmental guidance for hoteliers 13
recycling infrastructure unsatisfactory 1,10,11,12,13,22,23, 26
Attitudinal
Barriers
Decision
Financial
Operational
Sentiments

4.9 Benefits Accrued

This section looks at the benefits businesses accrued as a result of going green and joining the scheme. Although participants identified a range of benefits, on the whole the pattern of response was fairly uniform in so far as cost savings, personal satisfaction and increased awareness were unilaterally identified as the three major benefits. Some interesting response similarities were also noted in relation to the typologies. The review proceeds by addressing six main areas where benefits ensued: financial; operational; marketing; psychological; educational; and environmental.

Financial

PMG, followed by PG, were among the most forthright in acknowledging substantial financial benefits, a fact which is not surprising given that their interest in environmental measures was to a large extent (solely in the case of the former) cost-driven and their product awareness often seemingly greater than others. For example, one lady spoke knowledgeably about the range of water saving devices currently available on the market, some of which she had adopted (Tapmisers, waterless urinals). One other respondent explained in detail the advantages of having a boiler control unit, though as the quote illustrates low energy light bulbs were his real hobbyhorse:

> ...how any hotel can exist today using regular light bulbs I do not understand! I mean we put in the low energy light bulbs in 1989, and there are at least 12 of them still running in the house, and we don't skimp on lighting, lighting is a very important part of our business, the place is always nicely lit. For instance these lights in the windows over there they are 60W out and 11W in, I have got six windows to the front and those lights throughout the winter I can guarantee you are never off, day and night, the place looks attractive, *everybody* talks about the house with the pink lights, and for the sake of six bulbs drawing 11W each 66W it's a good investment business wise. I found when we first came in that I was changing sometimes three or four light bulbs *a day*. Of course that finished as soon as I put the low energy light bulbs, that was it! So they are very economical, they just burn 20% of the energy that they give out and they pay for itself in energy saving in only one year...I'd rather buy them and make the ultimate saving! [13/22]

Only one person disagreed on the saving potential of energy efficient light bulbs, namely one of the two business owners who had no environmental record prior to joining:

> ...they never lasted long, they kept popping, we had to go back to the normal ones, plus they cost far too much, so no savings, no benefits there either! [24/45]

His short-term view perhaps explains why no action had been undertaken up until participation and why he was the sole respondent in the sample claiming to have accrued no benefits whatsoever. Other energy savings were noted in conjunction with the installation of condensing boilers and power control units for refrigerators as well as with the use of Savaplugs, thermostatic radiator valves and energy rated appliances:

> ...this year alone we have saved in the region of £4000![27/208]

> ...I mean from a business point of view we are always thinking in terms of £, and to be perfectly honest all these things save us an absolute fortune! [12/497]

> ...we are saving upwards of £10 a month, before our winter quarter was high we owed the power board money, this year they still owe us money (laughs) so our direct debit should be coming down a bit... [25/134]

Waste reduction was another area where great savings were claimed, particularly since commercial waste is uplifted at a charge:

> ...we do a lot of recycling so we only use one domestic size wheelie bin and that's saved us £220 plus VAT... [30/21]

> ...we surveyed the waste and found that about 50% of the waste was made up of vegetable products, glass and paper cardboard...and by recycling the glass, by putting the vegetable products on the compost heap and by recycling the cardboard we reduced the volume of waste that was being paid to be taken away by 50%! [26/36]

In one instance the drastic cut in waste output had even attracted the attention of the council:

> ...my other favourite hobbyhorse is the amount of waste that we put out. *One* standard domestic wheelie bin that is *all* we put out once a week, and we can run the house with 17 people in it plus two residents and I still put out one wheelie bin per week, that's all. This was so noticeable that when I stopped buying the commercial grey sacks at 40p each I got a letter from the council drawing my attention that fly tipping was illegal and punishable by prosecution. Well I went absolutely loopy! [13/120]

A combination of bulk purchasing and recycling/re-using had further increased the saving potential, while the adoption of a towel and linen arrangement and of a non-smoking policy had helped reduce laundry and soft-furnishing replacement costs:

> ...I think our laundry costs on towels were reduced by 50%, and that's not an exaggeration, that is quite a saving, 'cause all our laundry is on linen hire we don't own the towels so you do notice it! [13/321]

> ...I mean we took the decision to be almost totally non-smoking, we allow smoking in the bar only and it's incredible! that is saving us a fortune (laughs) in soft furnishing

> and not having to replace the curtains as often as had to in the past, so yeah big savings there as well...[12/500]

Some of the EG also acknowledged financial benefits but generally not with the same enthusiasm and, tended not to quantify them. In fact some took the view that the cost of buying environmentally friendly products evened out the savings made:

> ...savings mmm (sighs) it swings round about. You see because you can save on your electricity and on you heating bills, we changed all the lightbulbs to long life, so you are saving electricity but, but then you find that when you buy recycled paper which I have done for years for personal use, you find that it's more expensive, same with cleaning materials they are all more expensive, so really I feel that what I save on the electricity I loose on the higher cost of green products...[29/98]

Operational

The adoption of environmental practices had resulted in improved efficiency, especially in the larger establishments, which had the resources available to allow regular monitoring and recording of consumption levels. In this respect, two guesthouse owners who monitored their energy usage weekly were the exception, as most others based their assessment on utility bills. Admittedly, their somehow zealous behaviour finds explanation in the fact that one was an engineer and the other a retail manager:

> ...why burn fuel if it costs money? I used to work in retail and you were in control of the profits of the shops, so all your controllable expenses, wages heat light energy you had to control...well it's drilled into you and you were compared with stores of a similar size so if you weren't performing you were asked why, that's just something that I have done for 23 years so obviously I carried it forward... [19/210]

The improvement of operational efficiency was an aspect commented on mainly by some PMG and PG and by those who had adopted measures or extended their range as a result of joining the scheme. The tightening of existing practices through increased awareness was a benefit many acknowledged:

> ...the scheme did help us was it gave us ideas of additional things we could do, it introduced us to power controls units for refrigerators which we didn't know about before, also we had to change practices particularly in the laundry it was a good way of getting the practices changed because we had situations were the housekeeper used to come in, put a load of towels in the tumble drier and switch it on for an hour, the towels were dry after 30 minutes but the tumble drier kept on working wastefully, or they would put a whole tub of detergents into the washing machine when it would have worked perfectly with half... [26/120]

> ...it has benefited us in so many ways, we are now very aware of our fuel consumption, we effectively monitor everything now, on a month to month basis and the records are all kept and comparisons made, in fact you can see (shows figures), so

yes through that we've been able to peg things and nip things in the bud... [14/100]

The discovery of a network of green suppliers was the aspect one lady most valued about the scheme and she now did most of her purchasing through mail order. In two instances the scheme had also enabled members to network, though most other respondents expressed their disappointment at the lack of networking opportunities generated by the initiative.

One other significant aspect was the fact that the scheme had provided the justification for implementing measures on a business scale. In other words, while most participants had been environmentally active long before joining, relatively few had actually translated their commitment into a business policy. Once taking part in the initiative, however, many felt measures could be 'safely' implemented on a business basis, as the scheme legitimised these in the eyes of customers or quality inspectors. Thus, for example, what was formerly an informal verbal request, became a written statement asking customers to be considerate with the use of towels, their waste or even pillows:

...we are a 3 star and for a 3 stars you have to change the sheets every third day, same with fresh towels in the rooms you should change them everyday now it's not necessary but it's on their listing. Well I don't, I am alright in so far as I have got my notice up in the bathroom and I stick by it! [29/465]

Did you ask your guests to separate the waste before you joined? No I did the letter as a result of the scheme. Also we have devised a pillow policy, we are a 4 star grading and as part of the grading the Tourism Board suggest that all guests should be supplied with two pillows but what we do is supply them with one pillow on the bed and another in the cupboard, so if they don't want to use it it's not disturbed but it is s available at all times, whereas if you put in on the bed people tend to sit on the bed and it crushes the pillow and that's enough that you have to change it! [30/34]

Marketing

In the context of marketing wise respondents struggled to acknowledge any substantial benefits, other than image enhancement, some short-lived publicity and media interest immediately following the award presentation:

...when we got the award Lord Macdonald presented us with the award so we had a party here and the press were here and I was interviewed on BBC Radio Scotland, we got quite a lot of publicity from it, all guests that were in the house on that day were invited to the presentation and party; that was about four years ago. When we first joined we thought that it was something that was going to grow and we would perhaps get some good publicity and PR out of it, and we did at the time but I mean that only lasted sort of three days, we have had nothing from it since! [13/342]

Feelings on the value of awards were mixed and largely reflected the owner-manager's personal view on the issue. Thus, if some were keen in conveying their pride and believed awards were an effective way of attracting business, others were doubtful these exerted any influence on the customer's choice of establishment:

> ...we do take a lot of pride in achieving accolades, the hotel has always been keen to get accolades of various kinds and have plaques to show so any awards that are going we will try for it you know, anything that gives a feather in our cap and shows that we are keeping abreast with what is good practice and I think it pays in the long run cause people do search out that badge on arrival...[14/287]

> ...there are so many factors involved in people's decision...we get a lot of passing trade, so people just generally look up and they think 'Oh I like the look of that', they come in and they enquire about the price and if you have got a room and it's the right price then that's it they don't usually choose you on the passing trade because you have got an award, or a Green Tourism award, they might choose you from away on this basis but it all depends, when we ask 'why did you choose this hotel' it's usually because it seemed nice, or they liked the description of the place so really I don't think it makes that much of a difference...[10/230]

A consensus however existed as regards the GTBS' failure to be an effective marketing tool. In fact, disappointment and, in some cases resentment, was often noted in conjunction with the subject:

> ...I rather hoped there would be some interest in it, and some business from it but there hasn't...nobody could care less, it's sad really... [23/409]

> ...not a single person has enquired, ok maybe it's early days but the Tourist Board they are always jumping on a new bandwagon just to try and get you to spend more money basically and I am really sick of it, I can do what I am doing anyway I don't need them to tell me to put a sticker up on my window telling everybody that I have a Green Tourism award because they are not interested from what I can gather, it doesn't seem to make much difference, I mean I have not had *one* enquiry about it! [6/82]

> ...I viewed the scheme as a marketing tool. I have been totally disillusioned since. As a marketing tool it's a waste of time. I don't think it's used for marketing, if the STB or whatever they call themselves now VisitScotland took it seriously they might get somewhere but it's a non event, so really I don't see any benefits *at all* from being in the scheme...[22/70]

All considered, marketing was the area where less positive results had been noted. In a few instances the gaining of competitive advantage was acknowledged by those who regarded the award as a way of distinguishing themselves from the competition, but even then tangible benefits could rarely be pinpointed:

> ...I think having that extra symbol still catches people's attention, at least I hope it does! [30/250]

> ...*so will you stay in the scheme?* Well we need to be able to see fairly clearly what they are

> going to do in the future, 'cause you know if they are not going to make some sort of effort at making it better we'll just come off it but (sighs) it's still something that is different, you know if people are made more aware I think it's still something that can set us apart so we'll see...[28/140]

Psychological

While the marketing spin-offs were largely a disappointment to respondents, benefits that were greatly valued were the intrinsic rewards gained from contributing and receiving an award in recognition of one's efforts. Widely acknowledged was the sense of personal satisfaction derived from doing one's bit and acting responsibly. Expressions of contentment varied from "it makes me feel good", "it gives you peace of mind" and "it salves my conscience", though in one case a participant who had repeatedly showed great sensitivity answered as follows:

> ...it pulls the heart strings...(tears fill his eyes)...ehm it makes me compassionate I hope and makes me realise how small I am in the scheme of things...[11/492]

Possibly, individuals who do not feel intrinsically motivated to contribute will also not be aware of the satisfaction that ensues from it. As this lady argued:

> ...if you have an environmentally friendly tendency then yes you will see benefits but it's getting people seeing things that way, if they don't see green as a good thing then it must be difficult to go along that path, especially in a business sense...[30/364]

Perhaps this explains why only one PMG acknowledged benefits of this kind in contrast to respondents in all other groups who explicitly mentioned these. Often, participation in the scheme was seen as having increased their personal interest in the environment and, as a result, strengthened their sense of responsibility and commitment, encouraging further action:

> ...I don't suppose we would have done anything more, well we did use to take our bottles down but I think it's created ehm it's planted the seed, that's what it did, to give you a chance to be better at doing it and I suppose it's given us an incentive to do our bit...[9/465]

> ...*and did you have the notices up in the bedrooms as well?* No that was since we joined the scheme, because it makes you think that wee bit more and you want to do that wee bit more...[4/235]

In some instances winning the award was also seen as an incentive as respondents were often very proud of their achievement:

> ...I am not the slightest bit worried about their (Tourist Board's) grading; the one I am the proudest of is our Silver award! [23/15]

> ...it's a nice award to get and one we are proud of achieving and you know we are not stopping until we get the Gold! [2/305]

Some also felt that participation had benefited the overall working environment by creating a feel good factor among staff. One further source of satisfaction was guests' appreciation of efforts, though only a few commented upon it:

> ...one example I can give you is whereas in some hotels guests might leave a tip when they leave our guests will regularly leave us a donation to buy a tree, or a plant or will actually turn up with plants and leave us boxes of flowers and plants and say "This is for you, you could put it in your garden and plant it in memory of us!" that type of thing so that's an indication that they have actually thought about it and it's an indication that perhaps the message is getting through and I think from that point of view is quite satisfying...[12/474].

Educational

The educational aspect of environmental involvement was another valued dimension that respondents acknowledged. In many a case the gradual introduction of measures, had triggered an awareness leading to the consideration of a wider range of measures, aimed not only at cost cutting (in the case of PMG) but also at the improvement of the business' overall environmental performance. Evident was therefore the process of learning that took place at an individual level with respect to the choice and suitability of environmental alternatives available and the resources needed to implement those. In some instances the launch of the scheme had often aided the process:

> ...gradually as you become aware of things like the Green Tourism scheme it brings it home with you, you then start thinking oh well, maybe there is a bit more we can do...[12/88]

> ...I think where the scheme did help us was it gave us some ideas of additional things that we could do, particularly in the nature aspect, you know bird boxes and that sort of things, these were things that we had not done or thought about before...[26/118]

Thus, a rise in one's personal level of awareness and knowledge of environmental issues and practices was commonly commented upon. In some cases this had also worked at staff level, as employees were noted to show a greater sense of commitment and enthusiasm in spreading the message to customers:

> ...when we got the new Green Tourism plaque I asked the handyman to put the old one outside by the bins, so you have this lovely wooded plaque right above the bins and it's incredible the whole area is now immaculately tidy 'cause when the staff walk out there they see that and it reminds them to fold the boxes, separate the waste, put the glass in the bins you know keep this area tidy. I mean it's an area that people are inclined to be lazy, they go out there no one sees them, they can dump it down and

> run away and it's Mr. Nobody, but it's taken each individual to take that responsibility and that's a prime example of where it shows through of how the mentality has changed. Another example is with the tea and coffee, you know the staff are aware that we only use Fair-trade products, I put a big notice up on the wall and explained why and you know they were saying "Oh the coffee is not as good, but it's environmentally friendly that's great we are happy with it, we'll explain it to all the customers!" 'cause they are like that it makes them feel good as well ![21/167]

Some interviewees also commented on how they hoped customers would leave their establishment more environmentally aware and perhaps take action, while others, namely the HG, seemed utterly convinced that guests left her establishment "enlightened"! Many also believed that by publicising their environmental efforts through the award, competitors would follow suit:

> ...if your neighbour sees what you are doing and sees a sign they'll think "Well, he is doing it for some reason it is probably a good reason, not quite sure what but I'll do it too so I wont be left out". It doesn't matter how it spreads as long as it spreads and when everybody is on it and it becomes an accepted thing then that will have a major impact =*having said that there aren't any other green businesses in X are there*?= I don't think so no I am the only one, I can't understand why obviously my theory (laughs) doesn't work! But we are the longest established guesthouse in X and people do actually watch what we do =*can you give me some examples*?= well all the building in the town are now floodlit at night, it makes it very nice but we were the first to do it, and all of a sudden everybody else did it and people watch what we are charging you know we can actually dictate the price that you pay for accommodation in this town 'cause we put up or down our rate everybody follows suit because we have been established the longest. [7/180]

Environmental

Finally, the environmental benefits of being green need to be considered. The adoption of environmental practices should by default benefit the environment in however small a measure action is taken, though its beneficial effects may be counteracted by a wealth of factors that make improvement hard to monitor on a local scale. Certain areas however can give an indication of the level of contribution one is making to the overall preservation of the environment. Waste output is one good example. As mentioned earlier, many of the businesses visited had implemented a waste management programme that had helped not only cut costs but also reduce the detrimental impact on the environment. Similarly, the careful use of resources, the avoidance of harmful substances and the use of biodegradable detergents were regarded as having been beneficial. This quote is but a simple example of how far-reaching the HG's commitment was:

> ...the salt water from the potatoes it's taken outside and poured on the path. If there are weeds you will not have them the next day because of the boiling water and salt,

> no need for weed killers, apart that I would never use them! [16/117]

Clearly if size is taken as an indicator, the contribution may be considered minimal. It is nonetheless significant and respondents rightly regarded it as such. In fact, had they felt otherwise, it is questionable whether action would have taken place at all.

4.10 Members' Views of the GTBS

Having examined the drivers and inhibitors of participants' environmental commitment as well as the benefits that ensued from it, it is now necessary to establish how respondents felt about having joined the GTBS, and if satisfaction and/or dissatisfaction were registered, where these occurred and why. The review of the collective feedback on the GTBS addresses four main areas: administration; communication and support; marketing; and finance. Each will be discussed in turn concluding with members' overall impression of the scheme. A map displaying these issues is included at end of the section.

Administration

One area where dissatisfaction was registered was the administrative side of GTBS. "Burdensome" paperwork was a frequent cause for complaint, particularly as many saw the keeping of endless records and receipts as both irrelevant and impractical:

> ...when you are actually just doing things automatically without thinking of the scheme you don't want to keep paperwork, yet you do need to show records of it, so that is another downside, they want proof in black and white, when I think of all the stuff I have to keep...it's suggested you keep your invoices and all the receipts you've got when you buy green things but it's not really viable because all your invoices go to the accountant which means you have got to get copies of everything...[29/204]

> ...it seemed a bit bureaucratic in terms of all the forms you had to do, for example we had to write out to suppliers so as to get a letter from them telling us of what their environmental policies were and that is just too bureaucratic! [26/246]

Regular monitoring of consumption levels was another requirement regarded as time consuming especially by the owners of the smaller businesses who:

> ...can't be doing with a lot of paper work, getting things written up and keeping detailed accounts *and* running a business at the same time! [15/148]

Others simply viewed it as a pointless practice, in that savings are not clearly identifiable from the records as many other factors impinge on energy and water

costs (cost of fuel, weather, occupancy levels, guests behaviour). Those, on the other hand, who had dutifully monitored and recorded consumption levels were all the more disgruntled as no check-up visits had followed since they had joined.

The complex and lengthy form filling exercise required for participation was another cause for dissatisfaction as well as a common concern prior to joining:

> *did you have any concerns prior to joining?* Well when I got the book it was quite difficult to understand so I did talk it through with somebody who advises businesses on Green Tourism, and they were really succinct gave me one page summary so I knew what needed to be done. [28/272]

> ...when we actually looked at the scheme it looked a little bit daunting in that you know there were so many areas that you had to cover we weren't sure what we could do in a lot of these areas so what I did do is gave our receptionist the responsibility of working through the manual and identify what were we doing and could be doing, that took about 6 months to prepare for our assessment... [26/194]

The validity of some of the recommended requirements (RSPB membership for example) was also contested by one hotel owner for their high cost, particularly as these would lead to no commercial benefits. The laxity of the minimum entry requirements was another issue open to criticism and those who felt strongly about their commitment felt in a position to question the motivations of members in the lower band who, interestingly, disputed the commitment of members in the higher category:

> ...my worry is that a great majority of people who have got Bronze have come into it thinking I'd like another wee logo, because it's very simple it's far too easy to get Bronze you just have to follow the basic guidelines, and how many of them actually follow it through exactly? The simple fact is that Bronze must be at a higher level, I know that that means that ultimately Gold will be at a higher level but that's fine because those who get it will deserve it, these are the folks who *really care* but then you have got those who don't care, far too many, and they are being put all in with us, no I want it to be harder to get in, much harder to keep the people who don't care enough out until they do care enough and educate them as to why we doing it...we don't need people who are half-hearted because it gives the whole of the group a bad impression... [16/6,485] (*Gold member*)

> ...I think there should be more stringent measures, I would question very much whether certain people who have got the Gold award actually do what they say they do, I doubt it very much...I think you should get as many people into the scheme at ground level and then build it up from there as long as it's not for the sake of getting plaques on walls, that would just dilute the whole exercise as far as I am concerned. [19/520] (*Silver member*)

One respondent also argued for the frequency of inspection visits to be increased since in her opinion visits represented an opportunity to spread the message as the

more people on the ground, the greater the chances of promoting the scheme. Finally, a number of respondents raised the issue about the possible conflict of interest between the GTBS' and the Tourist Board's grading requirements:

> ...you have to be careful because if you let the garden go too wild and the Tourism Board pick up on that you get marked down for not maintaining the garden but if they do give me a bad mark for the garden I go berserk I don't let them (laughs) I really get angry I don't let them give me less than 8 out of 10 for the garden, I mean it really shouldn't conflict but it does! [23/125]

> ...as far as the Tourism Board strategy there shouldn't be any conflicts but there is. We were told that we lost a point or two for lighting because the low energy bulbs take a little while to light up, and oh your hands are tied in that respect but I am not going to change it (laughs). I mean I have tried to talk to them but they themselves have got to be environmentally aware to take it on board if they are not it just goes over their heads (sighs)! [30/395]

Communication and Support

Another area that generated a flood of complaints was the lack of communication and support following participation in the scheme. As many bitterly pointed out there had been total silence on the part of the organisers from the moment the business had been inspected and granted the award:

> ...*and what about communication*? since I joined I have not heard from anybody, not even a letter, nothing! [24/136]

> ...quite frankly until you phoned me as far as I knew the scheme could have packed up and gone home, I didn't know if it was going to carry on or not! [22/253]

> ...initially when the Green Tourism thing started there was quite a regular little newsletter but now I haven't heard a Scooby for about well over a year. It's been a bit of a shame actually, there has been no feedback or support, they are just interested in pulling people in but once you've joined they are not interested in helping you to improve! [10/302]

> ...I think you just pay your money, get a wee symbol and that's it and as far as they are concerned that them finished with it. [4/350]

Not surprisingly the great majority of members felt abandoned and isolated, having subscribed to an initiative they expected would lead to networking opportunities and give access to specialist information but instead had seemingly "fallen flat on its face" [24/145] and "been forgotten about" [17/270]. In this respect the scheme came under harsh criticism also for the absence of communication and delay with which sporadic meeting events were communicated:

> ...there is something wrong within the Green Tourism because the two of us did not know about it (refers to the Green Tourism conference held in Perth on the 10.04.01)

> now that is not ignorance there is a fault there that must be rectified not the next time there is a meeting but straightaway for anything coming up that is pertinent to the members...then you have got another problem you have got to be told that the website is live and updated and if you want to find out anything you should go into it. But we have never been told that! [16/251,274]

> *So do they come to assess you every two years*? Do they? Well I didn't know that you see, that's how bad the communication is! [7/433]

Lack of guidance and support was also noted:

> ...we could do with more information and support, for example if I could email them and say "I am trying to find out about Ecover Bath Cream, can you do it for me?" I don't it because I know that it would take forever, that is *if* they got back to me at all! I mean communication is awful, non-existent the website is poor but then they are working on it so we must be patient...[16/1046]

> ...you know you are trying to run a business and you are interested in environmental issues but quite honestly especially somewhere isolated like here unless you are talking to other people it's amazing things you miss out on, and all the sudden somebody says well actually current thinking has changed maybe you should be doing this instead but in this sense there is absolutely no support...[10/320]

Similarly, many commented on the lack of opportunities to make contact and exchange ideas with other members. Ignorance regarding the existence of a Green Tourism website was not uncommon, though a few respondents admitted to not being as web-confident as they felt they should be. Others argued that without active encouragement "things could easily fall by the way side as the environment [was not] top of [their] list" [17/470], while one respondent suggested that events should be tailored to the needs of small business owners:

> ...I had to miss a couple of events I really wanted to go to, but they were day long events and I can't manage that, we are a two-man band, plus you had to pay quite a substantial amount which for us is pointless unless you're going to get a lot out of it...[30/493]

The result of this state of affairs was lack of cohesion between members who felt they operated in isolation and were unaware of one another to the point of not knowing, apart from a few exceptions, where the next Green Tourism business was located. As this owner peevishly pointed out:

> ...we have to be seen as a team and the team must be united and not segmented the way it is, this team right now is mayhem, this Green Tourism it's still a baby but that's no reason for us to be in such a disarray, babies and toddlers have got guidelines and disciplines that they must stick to in order to reach a mature status, how can we teach anybody else if we don't know what we are doing ourselves? [16/296]

Unfortunately this respondent was not alone in her view, which conveys the

disappointment many felt on yet another aspect of the scheme.

Marketing

Comments regarding the marketing of the scheme were not less disparaging. In fact, contrary to the expectations of everyone the scheme had generated no business, leaving many perplexed about its effectiveness as a marketing tool. When asked what the outcome of joining the GTBS had been in terms of trade the overwhelming majority of interviewees gave a negative response, often accompanied by expressions of disenchantment, anger and even resentment:

> ...I don't think it has had any impact as far as obtaining visitor numbers I don't think it has made any impact *at all*! [6/78]

> ...well the STB puts it in their book but I mean 99% of my guests arriving here will know nothing about the Green Tourism scheme, they see the little green plaque in my advertising but that doesn't mean anything to them at all! So if you ask me why I am in it and pay £150 every two years I really wouldn't be able to give you an answer because it generates *zero* business, *nobody is aware of it*. ...Immediately after getting the award the Highlands of Scotland Tourism Board announced it was their desire that within two years a huge percentage of their members would be graded, it's never happened, there is no follow through nor any list being sent out showing the benefits, the whole thing is pathetic! [13/428,453]

> ...we went into it with absolute good faith but I am afraid that as a marketing tool it's non effective because it's not used by the larger organisations and nobody is aware of it and nobody knows what it is...do you ever see it mentioned? No. Do you ever see it promoted? No. So I am afraid it's a complete damn squid, a waste of time! [22/16,72]

Responses were not all as damning as the ones above, though the message was essentially the same. The exceptions were those who through their green credentials had had a few bookings, as in the case of a hotel in the Highlands chosen as a destination by a couple setting up a rural transport initiative, or that of a city guesthouse selected because the customer worked with an American environmental agency. One very conciliatory comment, on the other hand, came from the scheme's most enthusiastic supporter, the Holistic Green, who simply argued for patience:

> ...no I haven't seen any increase nor benefits, not yet but it's only a baby, your child is not going to bring you anything until it's out getting his first job and getting his wage packet, you have to wait and do all the right things, teach it the right things, then you'll get your box of chocolates and that is with the GTBS it's just been conceived, you have got to nourish it and educate others and broaden the knowledge, only then we'll see the benefits, that's me, I am in it to the end! [16/935]

Various were the explanations as to why the GTBS had made no impact at all. The

most common pointed to the lack of promotion on the part of VisitScotland with the effect that, it was argued, both the industry and the public ignored the existence of the scheme:

> ...there hasn't been a great deal of promotion of the scheme, I think that's the main problem, I am sure that if you ask the average tourist about the GTBS they've never heard of it, so they need to be more active, I mean that's really why it's there for, to attract customers... [28/258]

> ...the main issue is lack of advertising, I don't think they push it enough, people are not aware of it nor businesses... [25/224]

Indeed, an informal survey during data collection revealed that ignorance about the existence of the scheme extended to some of the local tourist information centres. Further evidence lay in the limited number of enquiries members had received from guests both before and after their arrival. In fact many expressed their disappointment in the lack of customer interest in the scheme:

> ...Zero! The shield is in the wall but not a single person has ever commented on it, or asked me about it, nobody come along and says "Oh, I see you have got the Gold award, that's marvellous", because people are not aware of it, it's a non event! [22/219]

> ...nobody has ever mentioned it full stop, which I find slightly surprising, discouraging really...[6/226]

A more positive feedback came instead from those who worked with foreign tour operators who had enquired about the environmental status of the business, or from those who catered for alternative niche markets:

> (From a vegetarian hotel)
> ...a lot of people are very interested in the green tourism, I am getting some people asking what it means and what sort of things we do, yet by far the majority don't know we have a Green Tourism award before they came. Having said that we have had some interesting suggestions, for example noticed that we used Nescafe sachets in the rooms and that maybe we should rethink that. I mean there is lots of things we could inform people better than we do and I think they would be genuinely interested and co-operative. [10/171]

Another widely criticised aspect was the inefficacy of the logo, which many regarded as too indistinct, making it very difficult for the customer to discern green from non-green businesses,

> ...I have had (sighs) a few discussions with the Tourism Board on the advertising of the green scheme because I thought the promotion was sadly lacking, the (local) tourist board are terrible when it comes to the marketing side of it, they work on a different basis from the STB when it comes to marketing (sighs), they are not so standardised, do different symbols for different books, in one book you just get a G, a

> tiny little G in another a leaf, there should be one symbol throughout...but then (sighs) if they make a symbol that is about this size, my husband couldn't even see it on our advert, that's no promotion to the uneducated. No, there is room for a lot more improvement, the explanation of the scheme etc. far removed from the advert, the sign almost invisible, even if it was to be in colour to make it more obvious, I know quite a lot of the adverts are small due to cost but surely they can use colour in the text to make it stick out...[30/139,152]

> ...and then the symbol, I mean you need a magnifying glass (laughs) ! [25/224]

Others argued that the symbol was not understood by the public and that more effort should be invested in raising customer awareness. Some also grudged the lack of marketing recognition, maintaining that businesses that are environmentally proactive should get an accolade for it and be clearly distinguishable:

> ...I don't think it's perceived properly...the industry is not as aware as they should be and you can bet your boots that the general public is totally unaware of it, they don't recognise what it is 'cause it's a very tiny leaf. I also don't think it's recognised highly enough. I think that those that have got the Green Tourism award should get recognition for it. The leaf doesn't exactly jump off the page does it? People have got through a great deal of effort and they obviously think it's the right thing to do and it's valuable to their business. All it would take is the STB to for example give us a separate section in the middle of the book, clearly marked in green maybe, that says 'This is about the Green Tourism, these are the participating businesses' so that if you are Scandinavian, you are sitting at home and that's really important to you, you don't look at any of the rest of the places you say I am going there, because that's the way I live my life. Whether or not they'll ever do that (sighs). They'll probably come back and say "Oh it's to expensive to separate, you know the usual barriers, there are always reasons for not doing things, to me there should be reasons for doing things! [20/525]

Despite their disappointment for the lack of results, members recognised that the potential effects on trade would be difficult to quantify, particularly since only a few actually inquired about customers' reasons for choosing the establishment, on the basis that it may not be well received by guests:

> ...I know I could make a little questionnaire for people to fill in but I don't like to do that to people on holiday they must be awfully bored if the want to sit down and fill in a form, so I try to avoid form filling altogether...[5/462]

Finance

The membership fee added to the discontent, as according to some it was a "prohibitively high" expense for a small business' means:

> ...the cost it's prohibitive, it's ridiculous, *absolutely ridiculous*, it should be subsidised so heavily that it's practically free because we are stopping people who are being environmentally friendly but can't afford it, I mean a £168 for a small establishment like ours is fierce! [16/1122]

The consensus held in fact that not only did members have to pay for something they were doing anyway and would continue to do, but also for something that was bringing them no tangible benefits:

> ...a £150 every two years it's absolutely ridiculous! Whether they [inspectors] come or not it isn't going to make me change my ways I am not going to whip out the low energy light bulbs and put in high cost bulbs am, I am not going to change my heating system or do anything different. This is the way we operate, I am not going to change it so I really feel that a £150 for an inspection just to confirm that I am still doing what I said I was doing it's really not on! [13/506]

One last point that only a small number of interviewees raised was the lack of purchasing benefits available through membership. Some had in fact hoped that participation in the scheme would entitle them to product discounts or favourable buying conditions:

> ...I thought we could actually do more when it comes to buying you know have a greater purchasing power as a group of members, but then that falls by because we have no contact with each other (sighs)... [29/400]

> I'd have thought that one of the first thing they would do is get a competitive source and say to us "We can supply you with X" but no, I thought typical, very poor, very disappointing! [24/140]

Overall Impressions

As it transpired there were many areas where improvement was felt necessary. It is not surprising therefore that some had reservations as to whether they would renew the membership:

> ...I am not sure really whether I should be paying any further money for an inspection purely for them to confirm that I am entitled to show the plaque at the door, I am proud of it but as I say most of my guests are not aware of what it means so I should be thinking hard about it this year! [13/523]

> ...I am waiting to see what they are going to do charge me or not because I am not going to pay out £50 or more just to have that little emblem put there, it's just one more drain on the business and it's not doing any good for the business, I mean I am not going to stop trying and I am prepared to be on the scheme one more year and pay for it if necessary but not unless I see results! [5/263]

A few were prepared to give it one more try but only if free of charge,

> *Are you going to continue with the programme?* Well not unless it's free (laughs) =*so is that the main issue?*= well yeah if they are prepared to renew the award then I am willing to do that because it makes sense but at the same time I am not prepared to spend money to tell people that I have got it because I am doing in anyway [6/266]

Quite encouragingly, however, the majority of interviewees wished to continue

supporting the initiative:

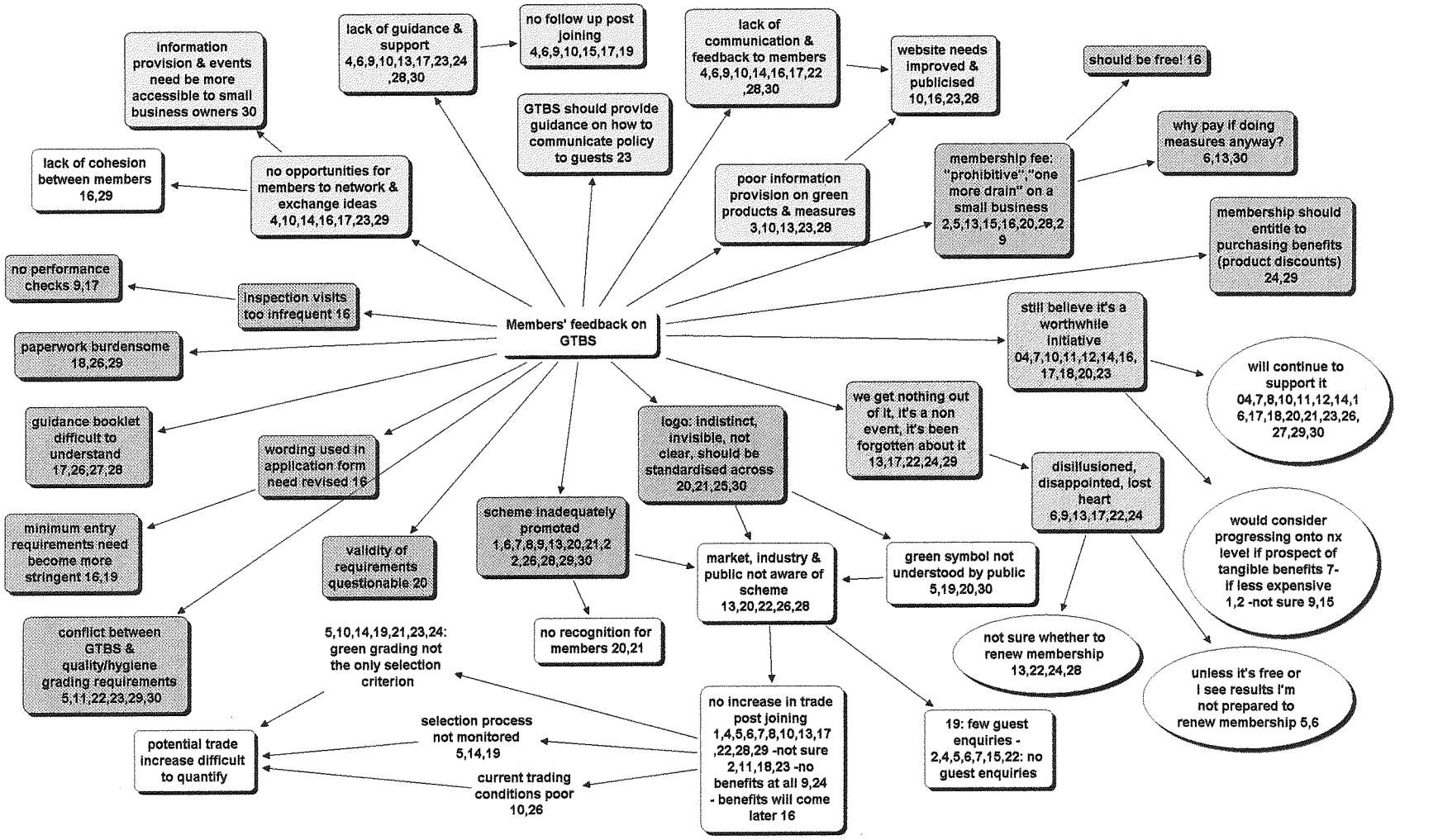
> *...and do you intend to carry on?* Oh yes, I do yes, despite the apparent lack of interest I mean you are the only person whom I've met that's been interested in the scheme (laughs) but I will continue yes I will still support it even though there is very little support coming from the lead body I still think it's a good idea, nothing has changed my view on that I am quite happy to go along with it... [7/485]

> ...I would think so, yes aha, there is no reason not to, provided the interest is maintained you know and there is a follow on and other people all join the scheme, that's the idea. [14/227]

> ...I think it it's definitely worth pursuing so I am going to persist with it, but I think maybe in the next few years I will put out questionnaires so that I will get some feedback from it. [23/411]

In fact, despite the wave of criticism surrounding the scheme not all members viewed it as a totally negative experience. Whilst pinpointing the faults in as critical a manner as the others, many still believed in the scheme and had not abandoned the hope that slowly the idea would catch on and others may follow suit. What they also hoped for were a closer co-operation and a more sustained effort to promote the scheme so as to see some real tangible benefits. The map overleaf provides an overview of respondents' feedback on the scheme.

Members' Feedback on GTBS



4.11 Guest Response to Environmental Profile

The analysis chapter has concluded, having considered the motivations for 'going green', the perceived barriers to action, the benefits associated with having an environmental profile as well as the problems surrounding the GTBS. There is one element missing from the picture. That is guest response. This concluding section considers how respondents felt guests reacted to lodging in an establishment that implemented environmental measures.

As has been seen, the fear of infringing on guests' rights by imposing rules was a dominant issue with many of the business owners interviewed. Hence notices were generally kept at a minimum and the policy implemented in the least intrusive manner as possible, so as not to give guests the impression of being controlled and limited in their actions. Few were the establishments that openly communicated their policy (most just did it informally) or actively involved guests in their environmental measures. In fact, the only area where co-operation was generally sought was with the towel policy as customers were still free to choose whether to participate or not. The exceptions (all Gold members) were those that believed in educating customers, so as well as the towel policy, these establishments also provided directions for guests on how else to contribute:

> ...we have a welcome folder in the bedrooms with a letter introducing the scheme, why we do it and what they can do to help, for example what they should do with waste, if they leave newspapers to leave it next rather than putting them in the bin, if they have got carrier bags to leave them as they can be reused for bin liners, if they have got brochures that can be reused by other guests, and so on, I mean we ask them, it's not implied... [30/68]

According to the majority of interviewees guests' reaction to such measures was on the whole positive:

> *So how have customers responded?* quite good, people tend to hang towels up, I think people are quite decent about it... [29/252]

> ...it's amazing how that's worked, a lot of people say it's a really good idea [refers to the towel policy] because it's just wastage, on washing and detergents and people are just happy to go along with it and do it off their own back, I think if the facilities are there for them to help say the environment they'll do it. [4/25]

Some however had hoped for a better response:

> ...the only problem I still have is to try and convince some of them to turn the bloody lights off when they go out (shakes head)... [10/436]

> ...they disregard the policy entirely, not all but there are people that wont use things if they don't need them but there are some who because it's there they will use everything you know and probably take the towel with them in the end (laughs) if it's there use it... [7/108]

Regular monitoring of feedback might have produced a more accurate and perhaps slightly different picture. However, as seen earlier, only some of the larger businesses had a monitoring system in place. The others based their judgement largely on observation and informal conversation with guests. It is therefore difficult to estimate whether the respondents' fears were justified and how well a request for a greater level of involvement would have been received by customers.

4.12 Summary

This chapter, structured in ten sections, has reported the research findings. Section 4.2 explored the rationale behind businesses' decision to adopt environmental friendly practices. Both economic and ethical motives were identified. The prospect of reducing costs through the improvement of operational efficiency was a dominant reason, particularly in response to rising energy and waste disposal costs, following the introduction of governmental levies such as the Climate Change and Landfill Tax. Equally dominant were ethical motives. The desire to act responsibly by contributing to environmental preservation was in fact a widespread justification for action, one some regarded as a moral obligation.

The extent to which economic and/or ethics were the driving force varied across the sample, and resulted in a classification of respondents based on the underlying motivation for action. Four groups were identified: the Profit-motivated Greens (PMG) driven by sheer economic reasons; the Practical Greens (PG) driven by the belief that environmental practices make sense, both economically and environmentally; the Ethical Greens (EG) acting out of social responsibility; and the Holistic Green (HG) whose holistic embrace of the environmental cause distinguished her from all other participants. The section concluded with the consideration of the views of the three managers (not owner-managers) who had joined the business after the decision to introduce environmental measures had been taken. In spite of these crucial differences no inconsistencies emerged and their pattern of response mirrored that of the rest of the sample.

Section 4.3 reviewed how businesses in the sample had decided to become environmentally involved. The decision to go green was not found to be a sudden deliberation but the result of a slow process of integration of environmental practices into everyday business activities. Taking place over a period of time, this process occurred for different reasons and under different circumstances. In the case of the PMG and PG, the knowledge that cost savings could be accrued combined with rising operational costs had accounted for the gradual adoption of cost-efficient measures, though many PG had also been undertaking personal action on ethical grounds. Similarly, EG had long had measures in place to reduce their detrimental impact, often as a result of a growing awareness and concern about the environment. Lastly for the HG operating sustainably was, and had always been, simply "a way of life".

Section 4.4 examined the process that led participants to become members of the GTBS. Occurring in two stages, this process consisted in businesses first being targeted via a mailshot, following the launch of the scheme, and subsequently in businesses agreeing to participate in the scheme. Given that the majority of establishments visited had been environmentally active for some time prior to joining, the decision to subscribe to the initiative had mostly been a logical step forward that called for little or no change, provided recognition for the efforts sustained and, it was hoped, tangible commercial benefits.

Section 4.5 looked at participants' reasons for joining the GTBS. Three main decisional factors were identified: the fact that the owner manager agreed with the principles set out in the scheme; the perception that joining would lead to marketing benefits and improve trade; and the knowledge that qualifying for the award entailed little or no change to current practices. In spite of fulfilling primarily marketing aims, joining the scheme also fulfilled an educational purpose, that of setting the example for others to follow suit.

Section 4.6 explored the factors that had contributed, either directly or indirectly, to the adoption of environmental measures. One significant influence was found to be the development of concern and awareness over matters regarding the environment. This process had itself been influenced by a series factors pertaining to the

individual's personal characteristics, values and beliefs, upbringing as well as educational and vocational background. Particular events and people had also played a role. External factors such as the media, location, law and regulations and curiously, guest behaviour, had been other important influences.

Section 4.7 provided a descriptive account of the measures the businesses undertook. Eight different action areas were identified. Waste handling, water and energy efficiency as well as ethical purchasing were the aspects most commonly addressed by businesses. Support of, and participation in initiatives aimed at protecting wildlife were also widespread, while communication and training & monitoring were the two areas where the less degree of action was registered, particularly in the smaller-sized operations.

Section 4.8 examined the perceived barriers to action by exploring the factors respondents felt hampered their efforts or indeed prevented any further involvement in environmental activities. Attitudinal, financial and operational barriers were identified. The fear of falling short of guest expectations by adopting measures that may be perceived as lower in standards was a deep-seated concern with obvious implications for policy implementation. The perceived level of effort and time commitment were further attitudinal barriers, while low levels of environmental awareness of UK customers dampened the desire to actively involve guests. Capital constraints and the premium of eco-products were identified as the main financial barriers, while operational issues such as lack of satisfactory and accessible infrastructure, and the quality and availability of green supplies further inhibited action.

Section 4.9 reviewed the benefits participants had accrued following the adoption of an environmental profile. On the whole, a multitude of benefits were identified. Financially, the business had benefited through improved operational efficiency and increased cost control. Environmentally, both the individual and the natural environment were deemed to have benefited in so far as care was being taken to minimise the business' detrimental impact. From an educational perspective participation in environmental activities had raised the awareness of those operating within the establishment, those visiting it and possibly many others as well as

strengthened individuals' sense of commitment. Only from a commercial point of view the expectations of respondents had been thwarted, in so far as no tangible marketing benefits were claimed, whilst trade levels had seemingly remained unaffected as a result of joining.

Section 4.10 provided an insight into participants' view of the GTBS. Negative in some aspects, constructive in others, the feedback identified many problem areas in relation to administration, communication and support, marketing and cost. As such, the critique provided a basis for recommendations and future improvement of the scheme. Finally, Section 4.11 provided a short appraisal of how businesses felt customers were responding to their environmental efforts. The following chapter discusses these findings in detail, in relation to the three research objectives and in light of the theoretical framework examined in CHAPTER 2.

CHAPTER 5

Discussion

5.1 Introduction

The purpose of this study was to provide an empirically based understanding of the process and rationale behind businesses' decision to go green, with a view to encourage the wider adoption of environmental management (EM) practices in the industry. This aim was achieved through the following research objectives:

1. To examine the factors that contributed to the decision-making process resulting in the consideration of EM practices;

2. To investigate the reasons that prompted businesses to adopt environmental management practices and seek accreditation;

3. To evaluate the outcome of the decision to become environmentally involved and accredited.

The previous chapter presented the research findings. This chapter discusses and critically reviews these in light of the existing theoretical framework examined in CHAPTER 2, whilst addressing the research objectives stated above.

Accordingly, it is divided into three parts. Part One discusses how businesses became involved in environmental activities by examining the process of decision-making and the factors that influenced the consideration of alternative practices. Part Two focuses on the rationale behind businesses' adoption of environmental practices by reviewing the motives for introducing measures and for seeking environmental accreditation. Part Three assesses the outcome of environmental involvement by considering the barriers encountered and the factors inhibiting further action, the participants' impressions of the GTBS, and lastly, the benefits that ensued following the adoption of an environmental profile.

5.2 Part One - Process

The Green Journey

When examining the mechanics of going green, one significant finding that emerged from the research is the fact that the adoption of an environmental profile had not been the fruit of a given decision at a particular point in time. Rather, it had been the result of a long-term process of 'greening' which saw the gradual, ad hoc integration of environmental practices into business operations, in response to an existing or growing environmental consciousness, and/or based on the knowledge that environmental improvements made sense financially. As such, going green may be conceptualised in terms of a journey, which saw the greening of business practice mirror the greening of the individual.

This apparent lack of deliberation finds explanation in the fact that the adoption of environmental measures had been a natural manifestation of the owner-manager's personal values and beliefs and therefore, in the majority of cases, did not represent a means to an end, intended as a strategy designed to achieve a specific business objective. Instead, it had mainly originated on a private level and within the domestic environment, essentially reflecting a personal lifestyle choice. The adoption of measures on a business level had followed subsequently, taking place gradually over a period of time, their wider implementation often being prompted by participation in the scheme, as certification legitimised practices in the eyes of customers.

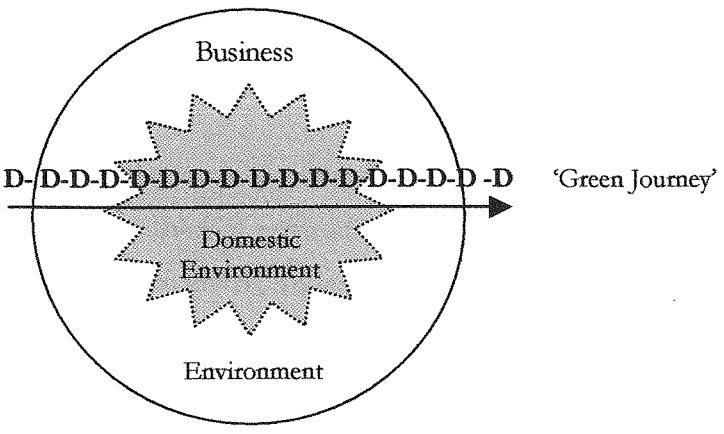
Consequently, going green had not occurred as a result of an attitude shift or a change of policy. Neither had it been the product of a single decision, let alone of a strategic decision, except in some aspects. According to conceptualisations found in the literature, strategic decisions are concerned with organisational policy and direction; are characterised by a high degree of risk and uncertainty; have major resource implications; are accomplished through a rational thought process; are made by top management; and, are influenced by the values of those who have power in the organisation (Harrison, 1992; Johnson and Scholes, 1993; Dearlove, 1998).

Using this description, all decisions could technically be 'strategic' since the owner-manager is the single decision-making unit in the firm. Certainly, going green had

been a value-driven process, thereby fitting another aspect of the above description. Otherwise, the implementation of measures did not have major resource implications, in the sense that where a major capital outlay was required it matched the needs of the business, for example in terms of refurbishment or expansion. Accordingly, and because it had happened gradually, it did not involve a high degree of risk. Lastly, the extent to which it occurred as a result of a rational thought process is debatable. Whilst the decision to use, for example, energy efficient lighting may have been taken following a rational evaluation of pros and cons, greening itself had not been the product of a rational and deliberate thought process, planned at the outset.

Instead, involvement in environmental activities had largely been an incremental process, characterised by an absence of strategic orientation, except in the case of two medium-small hotel operations where the introduction of measures was part of an overall strategy aimed at improving the business' performance. Thus, action had taken place in an evolutionary form under circumstances that, though particular to the individual and the business, shared elements of commonality, in terms of the contextual factors that influenced the process. Hence the representation in Figure 5.3 of going green as a chain of decisions on a continuum, with action originating in the domestic environment and gradually permeating through to business activities.

Figure 5.3 Decisional Process of Going Green[1]



[1] Note of caution: Clearly, since diagrams cannot capture the complexity of reality or theory, this and the schemata that follow should be viewed as conceptual representations and thus interpreted with caution.

Obviously, the divide was not always as clear-cut owing to the absence of a clear boundary between the private and public domain in establishments where the family home fulfilled a commercial purpose. For example, where waste segregation and recycling was implemented it might be to the exclusion of guests' waste; or where energy efficient lightbulbs were fitted these might feature in the family quarters and in areas shared with guests, but not in guests' bedrooms.

Thus, the domestic environment is where action had primarily started, though the greening timescale differed from establishment to establishment, depending on personal and business priorities and constraints. The exceptions were the few larger establishments where the business had acted as a vehicle for action. In such cases, the owner did not live on site and action tended to be confined to business activities. The clearer divide between the private and business domain attributable to size is the distinctive feature here and points to the idiosyncrasies of small, owner-managed accommodation establishments where the private home is used for commercial purposes.

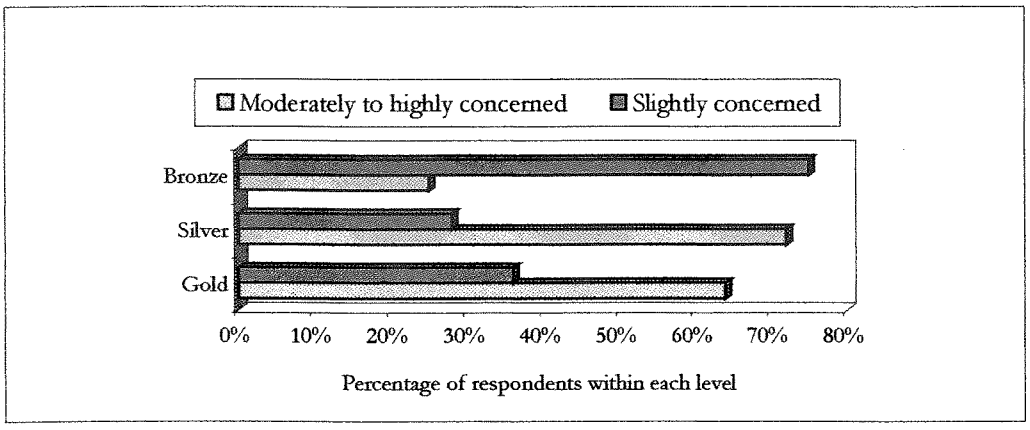
Central to this process had been the presence of an environmental consciousness, the development of which had itself been influenced by a range of factors that had altogether contributed, directly or indirectly, to the greening of the individual and, by reflection, of business practice. This finding is consistent with the notion that pro-environmental attitudes positively influence environmentally responsible behaviour (Hines *et al.*, 1987), though the attitude-behaviour relationship remains open to debate, as the majority of attitudinal studies also point to a gap between environmental consciousness and behaviour (Grob, 1995; Brand, 1997).

The tracing of action to an existing and/or rising concern is not surprising given the nature of the sample, which consisted of environmentally active businesses that had mostly acted out of their own initiative. Indeed, such claims provide supporting evidence to the finding that ethics were a key motivational force, as do the different explanations of how that concern originated and intensified over the years, a point that is addressed later. Clearly, because no attempt was made to measure the extent of these claims in a statistically valid fashion, these reported levels of concern are only regarded as indicative, also owing to the potential for biases and the propensity

for over-claiming (see Section 3.4, p. 95). Nevertheless, they make for some interesting insights.

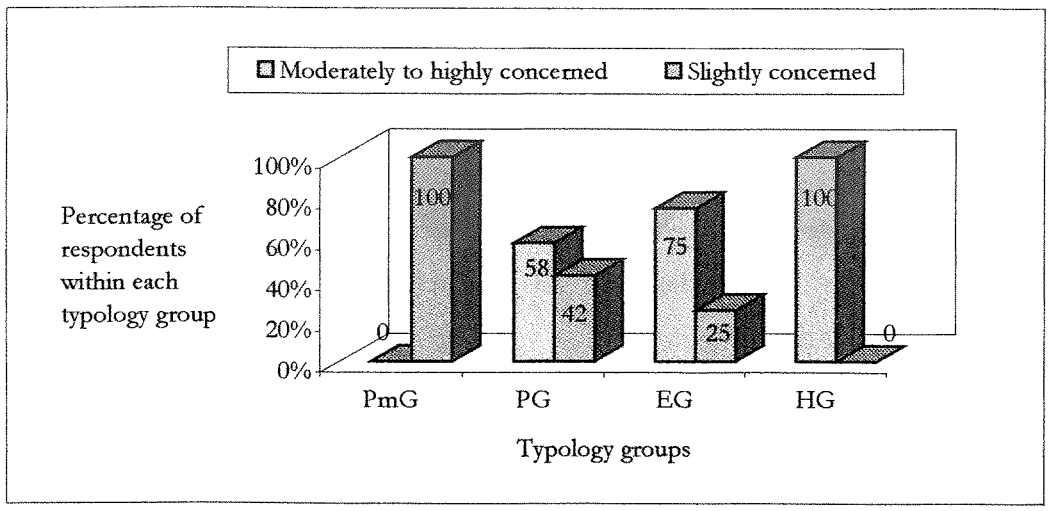
Noteworthy are the apparent associations between levels of concern and levels of action, and between levels of concern and the rationale for action. As presented in the findings, *moderately to highly concerned* respondents were predominantly Silver and Gold members, contrary to the *slightly concerned* group that counted a majority of Bronze members. (In the interest of clarity, graphs shown in the Findings, p. 138 are reported here also). Though clearly not a measure of concern, the award level is indicative of the level of action undertaken, since the number and range of measures that are implemented determine the level of accreditation reached. On this basis, it appears that respondents claiming higher levels of concern were also the most environmentally active on a business front, as can be seen in the graph below.

Graph 5.1a Levels of Concern in Relation to GTBS Award Status



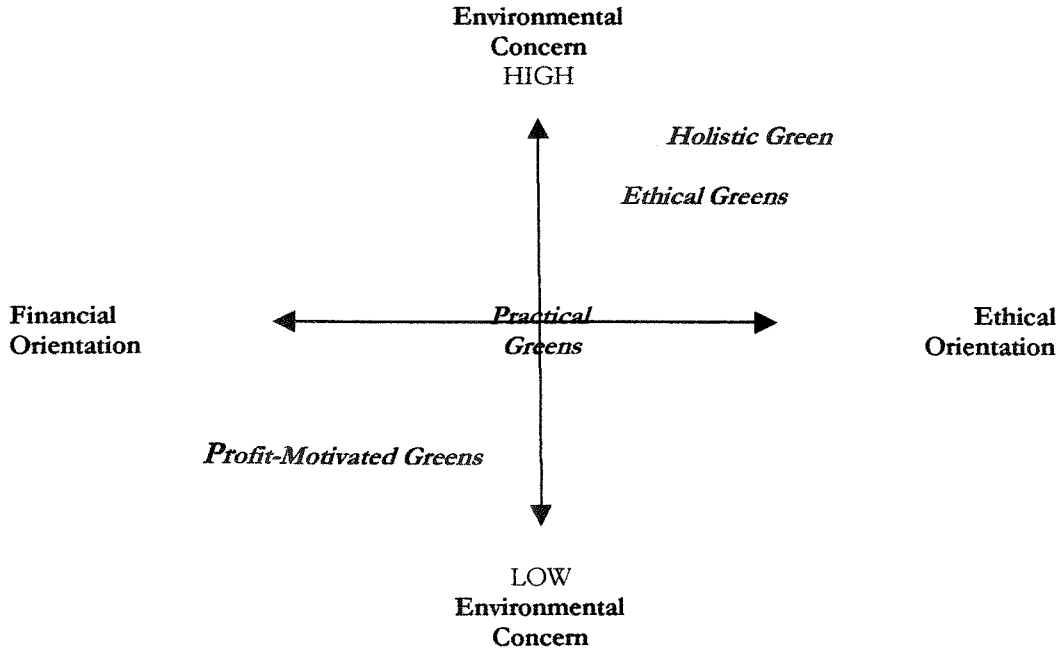
The question however rises as to whether the level of action is a true reflection of concern. In other words, to what extent was concern responsible for the level of action undertaken? As may be expected in light of the motivational pattern underlying the four typologies, high levels of action were not representative of high levels of concern. To illustrate the point it is first necessary to consider concern levels across the four typologies. As the data revealed, other than the Holistic Green (HG), three quarters of Ethical Greens (EG) and just under half of Practical Greens (PG) shared moderate to high levels of concern, as opposed to none of the Profit-motivated Greens (PMG), who instead all featured in the *slightly concerned* group, see graph overleaf.

Graph 5.2a Levels of Concern in Relation to Typologies



Therefore, the number of respondents claiming moderate to high levels of concern in each set was proportional to the typology's degree of ethical orientation. It follows that levels of concern observed in the sample were a function of the motivation underlying action. Thus, it can be hypothesised that the more ethically oriented the individual, the greater the likelihood s/he would exhibit moderate to high levels of concern; by the same token, the more financially oriented the individual, the greater the likelihood s/he would regard the environment as a low concern. Figure 5.4 illustrates this supposed correlation, with reference to the four typologies.

Figure 5.4 Level of Concern and Orientation



In other words, while the environment was an issue of concern for PMG it occupied a position of marginal importance, in spite of their involvement in environmental activities. The fact that the majority of PMG were also Gold members, as were the HG and a smaller number of EG, suggests that though higher levels of concern are likely to be manifested in greater levels of action, one should steer clear of the assumption that the reverse is true, i.e. that greater levels of action imply higher levels of concern. Further research could seek to establish the validity of these suppositions.

Apart from a feeling of concern, a series of other factors had influenced the involvement in environmental activities, contributing simultaneously to a growing level of awareness and concern. Noteworthy is the fact that these influences predominantly related to the individual's personal life, an indication of the need to appreciate the complex set of circumstances surrounding owner-managers' private sphere in order to understand their business behaviour. This echoes research by Greenbank (2000), who recognised small firms decision-making as the product of a complex interaction between the owner-manager's individual, social and economic context.

Seemingly formative had been the influence of upbringing, the effects of which were still evident in some 'ingrained habits' such as switching lights off when not in use, taking cloth bags to go shopping or generally making careful use of resources. Thus many of the so-called 'environmentally friendly' activities carried out were found to be none other than a manifestation of 'inherited thriftiness', traceable to that widely referred waste not want not parental mindset that was itself remnant of a conservation ethos dating back to a pre-disposable society.

This explains why some respondents seemingly took these activities for granted, as these were part of a long established pattern of behaviour. In fact, evidence suggests that some individuals did not even regard these as ecological prior to participation in the scheme. As found by Danvers and Long (1996) this may be attributed to a limited understanding of what constitutes environment friendly action. In this respect it can be speculated that in some cases the realisation that one's actions carried an ecological value was a relatively recent phenomenon that occurred largely

as a result of exposure to the environmental debate. Hence the scope for awareness-generating initiatives and schemes such as the GTBS, which can capitalise on the level of 'green' action already undertaken, perhaps in many cases unknowingly, to recruit new members.

Education was also reported as having been influential in terms of generating awareness and concern, a finding that is in line with research suggesting that level of education is among the most consistent correlate together with political ideology and social class (Van Liere and Dunlap, 1981; Bohlen, *et al.* 1993; Taylor, 1997), though the correlation with behaviour remains weak (Brand, 1997; Ebreo and Vining, 2001). It has also been argued that being cognisant of the existence of the problem is a prerequisite for action (Hines *et al.*, 1987). In this respect education is likely to have played a contributing role in raising the level of knowledge of the environment and of how to take action. Unfortunately educational details of respondents could not always be obtained to allow the drawing of conclusions on this aspect.

Also significant is the way in which some respondents attributed their awareness of EM practices to their previous occupation (engineer; operations manager) or their concern for the environment to their vocational interest (gamekeeping, ornithology, hunting and fishing, gardening) or country/city upbringing, despite these circumstances being distinct for each respondent. Arguably, this is supportive of the notion that "events or situations are theoretically open to as many constructions as there are persons engaged in them, or as many reconstructions by a single individual as imagination allows" (Kelly, 1969a cited in Lincoln and Guba, 1985:77).

Thus for example, while some grounded their justifications for being green in their love for nature and wildlife or their vegetarian ethic, others seemingly saw no conflict between their preservation efforts and their active interest in hunting or fishing. The fact that justifications were a direct function of respondents' personal worldview also explains the diversity of influences, adding difficulty to, yet at the same time, strengthening the case for further research into the factors affecting the decision-making of small business owners'.

In some instances, rising levels of concern and engagement in environmental

activities were also explained as a function of age. With maturity comes an increased sense of responsibility and awareness about the impact of one's actions. These changes are often compounded by value and priority shifts, which altogether may engender a greater level of interest in the environment and subsequent desire to contribute towards its preservation. Curiously, only a few respondents openly acknowledged this influence, possibly because one may be less conscious of changes that occur gradually, as these may be accepted as part of a normal process or not be perceived as changes altogether. Certainly, BSA surveys consistently found higher levels of concern and action in association with respondents aged 45 and over (Witherspoon and Martin, 1992; Taylor, 1997), a pattern also confirmed by the findings of their 2001 survey (Christie and Jarvis, 2001).

Likewise, the responsibilities of parenthood had contributed in some cases to a renewed interest in environmental degradation and to a greening of behaviour, particularly in relation to purchasing, a pattern observed also in research on green consumers (Peattie, 1992). Perhaps less evidently 'green' by some standards had been the decision of the respondent who had forgone fishing after becoming a father. Though not relating to a business situation this episode is indicative of the role personal circumstances play in decision-making, particularly in the context of owner-managed operations where the personal and business domains overlap.

Similarly, as found by Vernon (2000), the influence of children was acknowledged occasionally as a factor raising awareness and fostering an environmental tendency. Interestingly, whilst the influence of upbringing was widely acknowledged, there were few explicit references to parental influence, perhaps because the notion of submitting to it may be interpreted negatively. It may therefore not have been reported by individuals who prefer not to appear swayed by others' opinions. In contrast, participants who overtly acknowledged this influence and that of referent others, tended to be those who openly and confidently communicated their firmly held views, as in the case of the HG who described her father as 'instrumental', or the Ethical Green whose pro-vegetarian stance had been strongly influenced by her sister -a vegetarian-, and later materialised in her decision to cater for the vegetarian market.

Unsurprisingly, exposure to the environmental debate through the media had also contributed to a rising level of awareness and concern, at times translated into immediate action, as in the example of the hotel owner who had promptly switched to Cafédirect products after watching a documentary on child slavery in coffee plantations. Whilst idiosyncratic of the respondent's temperament, this episode is also indicative of the level of emotionality often involved in decision-making where, in practice, rationality often succumbs to spontaneity. This contrasts with rational theory that purports the sequential consideration of alternatives in search of the highest payoff (Janis and Mann, 1977). In this case, opting for a line of fairly traded products was a potentially risky decision, as public scepticism towards the quality of alternative products is still rife and their cost often higher. This behaviour also testifies to the owner's commitment to his stance, further illustrating the significance of personal values in decision-making. It thereby lends support to recent theories of decision-making, which attribute a central role to intuition, emotion and reason-based choice (Mellers *et al.*, 1998).

So far it has been seen how a variety of factors were reported as having contributed to the development of an environmental consciousness that found manifestation in the undertaking of positive action to a greater or lesser degree. One other factor that emerged as an important contributor was locus of control. Some studies have identified small business owners' low levels of awareness regarding their environmental footprint as a major barrier to change (Hillary, 1995; Rutherfoord and Spence, 1998; Smith and Kemp, 1998) and research in a hospitality context has pointed to a similar conclusion (Berry and Ladkin, 1997; Stabler and Goodall, 1997; Vernon *et al.*, 2003).

Interestingly the perception that one's impact on the environment is negligible by virtue of one's small size was not confined to business owners. Research on individuals' behaviour found that after lack of information, the second most important reason for not reducing waste was the belief that one's household does not produce much waste (Ebreo and Vining, 2001). While the overall impact of hospitality operations cannot be compared to that of chemical, manufacturing or other heavy industries, it has been argued that hotels are not only major producers of waste but also major consumers of resources (Webster, 2000; Almanza and Ghiselli,

1997). Clearly size, type of operation and ranking must be taken into account as a four-bedroom, two-star bed and breakfast will not consume the same amount of energy, cleaning products and raw materials as a large luxury hotel, nor will it produce the same amount of solid waste and effluents. It will nevertheless have an impact on the environment, which, collectively, given the number of small businesses operating in the sector, should not be overlooked. Yet, as the above studies suggest, it is precisely this point many small business owners fail to appreciate.

This is where this study paints a rather positive picture, possibly because unlike participants of previous studies, this sample consisted entirely of environmentally accredited businesses. It emerged that most respondents felt strongly about the worth of their contribution, valuing it irrespective of their small size. Perhaps more importantly, they valued it in the full realisation that its effect would be minimal in global terms. Though not a direct indication of greater awareness levels, the data goes some way to suggest that participants were conscious of their impact, and in many a case had acted upon that knowledge. Arguably, practice does make one more conscious of the value of one's actions as knowledge of issue and action strategies increases. This was reported as having been the case in some instances where participation in local recycling schemes had triggered awareness and reinforced the desire to contribute, often despite the lack of adequate infrastructure. Once again, personal commitment was responsible for action.

Being aware and concerned is one thing; believing that by undertaking positive action one may contribute towards reducing one's impact is another. One does not imply the other. Whether individuals think they have the ability to bring about change through their own actions depends on how strong their internal locus of control is. By contrast individuals with an external locus of control will "not attempt to bring about change because they attribute change to chance or powerful others rather than to their own behaviour" (Hines *et al.* 1987:4). Perceived self-efficacy as it has otherwise been termed (Gustin and Weaver, 1996:4) has been recognised as a determinant of behaviour amongst other factors (Hines *et al.* 1987; Axelrod and Lehman, 1993) not only in an environmental context, while a stronger than average internal locus of control has also been identified as an entrepreneurial trait, though the validity of studies showing a positive association has been contested (Chell *et al.*,

1991). Thus, a possible explanation as to why most respondents gave no indication of discounting their environmental footprint by virtue of their small size (unlike participants of the previously mentioned studies) may lie in the fact that those were individuals with a strong internal locus of control. Clearly, in the absence of any valid measurement of this trait this is only a tentative suggestion. Certainly that would seem to be the case for the HG, who gave numerous indications throughout the interview that she believed responsibility for action lay, first and foremost, with oneself. This would also explain the widespread belief amongst respondents that though their overall impact may be minimal, small business owners should not feel deterred by it but view their efforts as a positive contribution and an encouragement to others.

Setting the example for others to follow is something many hoped to achieve through their involvement in environmental activities and was often identified as one of the major benefits of acting green together with raising awareness and personal satisfaction. Financial benefits may further have increased the sense of value of one's contribution for the likes of PG and PMG. Yet, independently of whether economic or ethical concerns were the driving force, the data shows that action was also undertaken in the belief, hope in some cases, that the environment would benefit from it in some measure, thus supporting the argument that respondents acknowledged their impact on the environment.

In this respect, locational aspects emerged as an important influence in terms of fostering a conservation ethic. This was evident particularly amongst "amenity-seeking migrants" (Carlsen *et al.*, 2001:282) who exhibited a stronger inclination to preserve the environment as a result of a greater appreciation of its natural beauty, an effect also noted in the case of the HG who appeared to be literally spellbound by 'her enchanted island'. Evidently, besides altruistic ends, this attitude was grounded in the knowledge that the business largely relied on the quality of the surrounding environment. This would explain in part the stronger pro-conservation values noted amongst those who had specifically moved to areas of natural beauty, as first noted by Williams *et al.* (1989) and later Getz (1994) in newcomers to the Spey Valley. Hence the greater levels of frustration amongst this group of respondents towards locals who took for granted the relatively pristine environmental quality of these

areas. Whilst central to the process of greening, environmental consciousness had not been the only basis for action. An antecedent had also been the awareness that environmental measures could lead to cost reduction. Recent efforts aimed at promoting environmental best practice have seen partnerships agreements between the government and trade associations (e.g. Hospitable Climates[2]) as well as the launch of funding initiatives for environmentally responsible businesses (e.g. Loan Action Scotland[2]).

Widespread promotion of the financial benefits associated with the adoption of environmental improvements as a result of these efforts may have contributed to spreading the notion that 'going green saves money' and that even low- or no-cost measures can help improve the bottom line. That said, small business owners' awareness of energy efficiency funding schemes and support initiatives has been found to be limited (BCC, 1996; Hobson and Essex, 2001; HCIMA, 2003), despite improved access to online information and advice, much of which is free of charge. Widespread coverage in the press and trade literature of the impact of environmental taxation on operational costs may also have contributed to raising/triggering awareness of the saving potential of environmental alternatives.

Interestingly, only PMG explicitly acknowledged legislative pressure. Operations with a smaller waste output were clearly less affected by the Landfill Tax than the two medium-small ones that made reference to it. As for the Climate Change Levy (CCL) many may not have been fully aware of its implications as it came into effect after data collection had been completed. PMG were in fact often found to be highly informed and generally more proactive than the others in their implementation of environmental measures, quite likely because of their determination to maximise operational efficiency. An example was that of the hotel owner who started using energy efficient lightbulbs in 1989, despite their high purchase cost, in the knowledge that the investment was worthwhile (some were in fact still in use!).

Whether this type of response indicates that 'proactiveness' among small hospitality

---

[2] See p. 32.

businesses is confined to a minority of operators is open to debate, since it is argued that, on the whole, all businesses in the sample were being proactive in addressing environmental pressures to a greater or lesser degree. In this respect, the study provides evidence that a number, albeit small, of businesses are being proactive in the hospitality industry. All had in fact acted on their own initiative and beliefs, fitting the 'Doers' category identified by Welford (1994), while EG, specifically, may fall into Bergström and Gummesson's (1996) 'value-driven' type, in so far as a genuine desire to act socially responsibly drove their actions.

Though indicative that government policy is having an effect, the fact that only a small number of participants acknowledged legislative pressure, and had actually acted upon it, raises doubts on the extent of its impact. Moreover, those who mentioned it were all PMG. References to the CCL may just have been the product of resentment. After all, according to industry figures the introduction of the levy caused energy bills to rise by as much as 15% (HCIMA, 2003). Such an increase was bound to produce adverse reactions among some, not least among PMG. On this basis it can be speculated that businesses with a prevalent profit maximising orientation are more likely to be responsive to environmental taxation than businesses with dominant social values, whose acceptance of the 'polluter pays principle' might be greater. Further research can help establish the validity of this conclusion.

It must also be noted that hospitality operations are relatively unaffected by environmental legislation, other than through 'Duty of Care' responsibilities in relation to waste management. This may further explain why legislative pressure did not emerge as an important force, contrary to survey evidence identifying legislation and regulatory requirements as key drivers of change (BCC, 1994; Hillary, 1995; Charlesworth, 1998). Biases associated with self-reported data partly account for this discrepancy, as failure to regard legislation as important may suggest non-compliance. In this respect, the findings add evidence to the argument that in reality regulation and compliance are not acting as the baseline for environmental performance as purported by typologies of corporate greening, at least not yet in a small firms' context (Petts *et al.*, 1999). Another explanation may lie in the apparent widespread lack of understanding among small business owners regarding the effects of

environmental legislation (Smith *et al.*, 2000; BCC, 2001), a situation that needs to be addressed if compliance is to be ensured.

The emergence of going green as a journey reflecting a personal lifestyle choice has various implications. Firstly, it points to the role played by personal values in small firms decision-making, thus strengthening the case for researchers to understand how owner-managers view the world in order to make sense of how decisions are made. This is a crucial issue in owner-operated firms, where the owner-manager is essentially the decision-making unit. In this respect, the study offers supporting evidence to the limited body of research on small firms decision-making, which identifies personal ethics as a key determinant of business behaviour, especially with regards to ethical issues (Thompson *et al.*, 1993; Quinn, 1997).

Secondly, it attests to the importance of understanding the context in which decisions are made in terms of the situational factors responsible for moulding the values and beliefs of owner-managers and the extent to which these influence decision-making. An appreciation of contextual factors can in turn help ground the investigation of the motives driving small business owners, not least in relation to environmental performance. Research on small firms decision-making has also drawn attention to this issue (Greenbank, 2000).

Thirdly, it highlights one of the many difficulties of formulating an intervention approach aimed at encouraging adoption of EM, given that going green was largely an intrinsically driven change, and its seed planted long before. Greening the values and behaviour of individuals who do not share a similar outlook as the participants in this study is an arduous task, and one that will take a long time, but that should nevertheless not be abandoned. The difficulties become greater in the absence of a decision point, and, of factors triggering the process. Whilst influences were identified, these had contributed to, rather than prompted, greening. Moreover, these did not act in isolation but within the social and personal complexities of the owner-manager. Thus, scope for manipulation at this stage becomes limited. On the other hand, the fact that personal values and beliefs were a powerful motivating force also means that if efforts are made to remove current barriers, positive action is likely to follow by the hands of those who feel motivated to do so, but have thus far found

the constraints too great.

Finally, uncovering the dynamics of going green has provided a further insight in the way owner-managed firms operate. In this sense, the gradual ad hoc implementation of measures outwith the parameters of a specific business strategy is consistent with the lack of formal planning and policy formulation found in small businesses (Storey, 1994). This same degree of informality is reflected in the traditionally low numbers of establishments addressing environmental issues through a formal environmental policy or a business plan, with a third having neither (this figure rises to 58% in micro-enterprises) (Smith *et al.*, 2000). This is a reality found to be true also of the hospitality sector, with figures not surpassing the 26% threshold (Kirk, 1995a; Knowles *et al.*, 1999; Donovan, and McElligott, 2000). Not surprisingly, therefore, only a minority of businesses had actually converted their informal practices into an explicit policy statement, despite being environmentally accredited. This is in itself an indicator of the importance of formulating initiatives in accordance with the needs of the target market in terms of its sectoral and size characteristics, whilst acknowledging the fact that different motives prompt business owners to undertake responsible action.

5.3 Part Two - Rationale

A common aim, different motives

Having considered how the adoption of environmental practices had taken place, the focus of the discussion moves onto the reasons for action. One salient finding to draw from the analysis is the fact that economic and ethical motives emerged as equally powerful reasons for undertaking responsible action. The existence of ethical motives acting solely or in parallel with economic reasons is a notion that is consistent with the limited body of evidence from research investigating ethical/environmental issues in the context of small firms (Palmer, 2000; Spence and Rutherfoord, 2001) as well as in a specifically tourism context (Danvers and Long, 1996; Vernon *et al.*, 2003). In line with the dominant paradigm that governs much of current environmental discourse, the opportunity to drive down operating costs by exploiting ecological efficiencies through energy conservation, waste reduction and reusing of materials has been identified as one of the major incentives for firms to

embark on ecological sustainability (Shrivastava, 1995:955).

Grounded as it is on anthropocentric principles of shallow ecology, which places self-interest and, indeed, human interests above all others, this so-called 'win-win' approach promotes ethics on the basis that it is "good business" (Hoffman, 1991:175). Evidence from this study suggests that this line of argument found endorsement with a small majority of participants who had acted on the recognition that 'environmental' practices make good business sense, be these modern solutions or long established economy measures. Irrespective of businesses' size, type or grading the prospect of reducing costs, and to a lesser extent, of improving operational efficiency, was in fact a major reason for action.

An argument that has received much narrower endorsement on the political and business scene for obvious reasons is the moral argument. Rooted in the eco-centric view of deep ecology it, on the other hand, promotes environmentally responsible action on the grounds that human beings, and therefore businesses, are morally obliged to live in harmony with nature, it having "intrinsic worth in its own right, regardless of its use value to humans" (Pepper, 1996:15). The fact that social responsibility was found to be a strong motivating force, albeit for a smaller number of respondents, suggests that acceptance of this alternative paradigm may be more widespread than given credit, at least among small businesses. Taken from an individual perspective, the relationship between intrinsic motivation and environmentally responsible behaviour has also been demonstrated (De Young, 1986a), as has the "high degree of correspondence between one's psychological health or well being and one's being active in the sense of being intrinsically motivated" (Deci and Porac, 1978:282).

The widespread acknowledgement of intrinsic benefits lends support to this notion, as did the less common but perhaps more honest justification on grounds of self-satisfaction or conscience salving. In this respect, 'to do my bit' may be regarded as much as a vehicle to fulfil one's sense of responsibility as one to alleviate one's conscience. The fact that individuals who gave this justification had also acted on self-interest (i.e. economic grounds) to some extent supports this claim, pointing to a shallower environmental ethic that characterised most PG. Further, whilst 'doing my

bit' conveys a sense of modesty that denotes an appreciation of one's limited contribution, it also suggests a lesser degree of engagement and consideration for environmental matters.

On the other hand, the explicit acknowledgement of a feeling of moral obligation arguably bespeaks of a deeper sense of commitment that was often matched by high levels of concern, which mainly EG exhibited. This claim has some resonance with the findings of behavioural research, which identified the activation of a personal moral norm (moral obligation) as an important antecedent to pro-environmental behaviour (Stern and Dietz, 1994) and the positive effect of eco-centric values on the personal norm (Thompson and Barton, 1994; Nordlund and Garvill, 2002). Occasionally, answers provided a glimpse of respondents' orientation in terms of whether they subscribed to an anthropocentric or an eco-centric view, the clearest example being the HG who openly stated her belief in 'nature knows best', which as it happens is one of deep ecology's central tenets (Commoner, 1970 cited in Pepper, 1996:17).

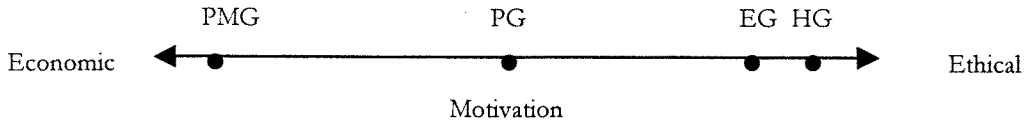
Often echoing the justification on moral grounds was the firmly held belief that undertaking environmentally responsible action was the 'right thing to do', a notion that attests to the role played by personal beliefs and values in small firms' decision-making where the absence of moderating influences (e.g. having to obey authority or gain approval of referent others) results in a closer relationship between moral judgement and moral action (Quinn, 1997:121). This characteristically strong association between personal and business identity that respondents themselves sometimes stressed perhaps in an attempt to convey the sincerity of their efforts, is, arguably, more evident in a firm's environmental response, which appears to be a function of the owner's values.

Cost reduction and social responsibility were the two principal reasons behind the implementation of environmental practices. The extent to which either or both acted as *the* reason for action is where the typological distinction occurred. In this respect Kelly's Personal Construct Theory (1955) provides a useful interpretative frame, in so far as it is speculated that the reason for action was largely a reflection of

respondents' personal 'construct'[3] of environmental practices. In other words, it would seem that individuals who had acted solely on economic grounds, namely PMG, were those who regarded environmental improvements primarily as cost-cutting opportunities. On the other hand, individuals who had acted exclusively on ethical grounds, namely EG and the HG, viewed environmental measures essentially as a way of saving the environment; whilst individuals who regarded ecological practices both as an opportunity to reduce costs and to contribute had accordingly acted on the two grounds (PG).

On a motivational spectrum these four groups may be represented as follows:

Figure 5.5 Typology Groups on Motivational Spectrum[4]



PG appear in the middle as their rationale is a mix of ethical and economic considerations, while the HG's unconditional dedication to the environment explains her featuring at the extreme end of the ethical spectrum. At this point it is important to clarify that although PMG, and EG & HG stand at opposite ends of the spectrum it should not be implied they had acted in total disregard of, respectively, environmental and financial considerations. Instead, whilst recognising the positive outcome of their actions (impact reduction in the case of PMG and cost savings in the case of EG and HG) they simply regarded these as spin-offs.

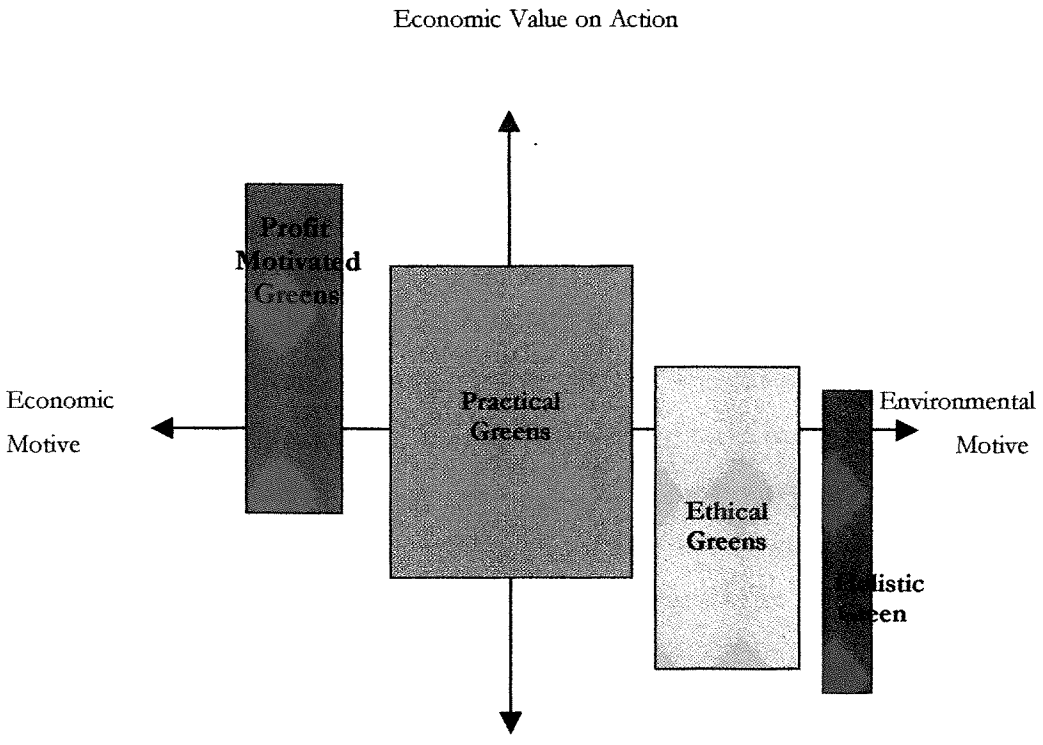
On this basis it is argued that the kind of value attributed to action is a further dimension that distinguished the four groups. As can be seen in the model shown in Figure 5.6, PMG placed a primarily economic value on environmental improvements, contrary to EG and the HG who placed a predominantly environmental value on their actions, while PG, in line with their dual rationale,

[3] How an individual makes sense of a particular issue.

[4] As stated earlier, caution should be exerted when interpreting this diagram; in this case because the differences are conceptual rather than linear.

attributed economic and environmental value to ecological practices in equal measure.

Figure 5.6 Positioning of Typologies on Motivational and Value Spectrum



Thus, the stronger the sense of commitment felt towards the environment (doing my bit versus a moral obligation), the greater the importance attributed to its preservation. Conversely, the greater the drive to improve operational efficiency, the greater the value placed on the saving potential of ecological solutions. Further research investigating individuals' constructions of ecological measures would help substantiate this claim, and improve understanding of the reasons for action.

It follows that the rationale for action was essentially a manifestation of the owner-manager's personal environmental ethic on which the individual's 'construct' of EM practices was grounded. On this basis, to contextualise the typologies within the broader environmental debate it is suggested that PMG, and in a less pronounced way PG, exhibited a shallow environmental ethic, intended as one that regards environmental improvements primarily as a means of increasing profitability, hence

the emphasis on the economic value of action. On the contrary EG displayed a deeper (deep in the case of the HG) environmental ethic, intended as one that holds human beings, and therefore businesses, morally responsible for the preservation of the environment, regardless of the economic outcome that ensues, hence the environmental value placed on action.

As well as in respondents' personal accounts and justifications for action, this claim finds support in the type and level of action businesses claimed to undertake. Whilst a function of a number of other factors (e.g. degree of commitment, capital availability, infrastructure, average length of customer stay), the range and type of measures were also a reflection of the rationale behind their implementation. Thus, profit-motivated businesses primarily undertook measures aimed at improving the bottom line, unlike businesses in the other groups who also implemented non-financially rewarding practices. Though clearly, energy and waste efficiencies also result in resource conservation and impact reduction, measures such as the use of environmental friendly products, recycling to charity donations, product reuse, or protection of wildlife are essentially altruistic in nature and offer little or no monetary incentive.

That is, essentially, where the distinction lies in so far as individuals subscribing to a shallow environmental ethic are unlikely to undertake action that produces no financial return or indeed costs money, contrary to ethically committed individuals who besides forgoing financial benefits are often prepared to pay extra for ecological alternatives in the interest of the environment. Having said that, most PMG did recognise the environmental spin-off of their actions, to the extent that some individuals felt a growing environmental conscience, as in the examples of the respondent who felt guilty whenever she did not turn the tap off whilst brushing her teeth, or the owner who admitted to a growing environmental concern.

Although a few examples make only for a tentative conclusion, these point to a potential transition from PMG to PG status, in which case 'reborn PG' may perceive less of a conflict between their business and environmental ethic and opt for the ecological alternative even when it is not profitable or indeed costless.

It is also speculated that business motivations may have mediated the owner-manager's personal environmental ethic and, as a result, his rationale for action. Individuals driven by a predominantly economic motive in their environmental efforts may in fact be business owners with a stronger orientation towards profit-maximisation than more lifestyle-oriented owner-managers, for whom social and ethical aspects have greater importance than financial rewards. As identified by much of the small firm literature (Dewhurst and Horobin, 1998; Lynch, 1998; Morrison, 2000) reasons other than mere economic gain motivate the business owner typically encountered in the hospitality industry and, indeed, the small firm sector (Stanworth and Curran, 1986; Storey, 1994; Spence and Rutherfoord, 2001).

This reality may explain why PMG were only a small minority against a comparable large number of individuals whose strong social and environmental values suggested a lifestyle orientation. In this respect the findings have some resonance with research by Ateljevic and Doorne (2000) who argued that some lifestyle entrepreneurs choose to balance economic performance with sustainability in order to preserve both their quality of life and the niche market they succeeded in creating.

On this basis, it is possible to draw the following profile of respondents in the four typologies.

PMG may be portrayed as individuals who, in line with their shallow environmental ethic, operate environmentally on the grounds that it increases profitability and, therefore, undertake measures predominantly aimed at cost-reduction and/or at maximising operational efficiency. They are proactive in their search for environmental alternatives and likely to act in response to legislative stimuli; exhibit slight levels of environmental concern but are nevertheless ecologically aware, informed, and recognise the environmental benefit of their actions; as business owners they may be oriented towards profit maximisation.

PG, on the other hand, may be characterised as pragmatic and often dispassionate individuals with a tendency to downplay their efforts to 'just common sense'; motivated in equal measure by a desire to contribute and by the economic appeal of environmental alternatives, who therefore undertake action on the belief that it is

both economically and environmentally sensible to do so. As such, they exhibit a less shallow environmental ethic than PMG and higher levels of concern but not necessarily of action owing to, generally, moderate levels of commitment and the absence of strong motivators. Highly committed individuals motivated by a sense of moral obligation as well as an economic motive were, in fact, the exception.

Distinct from the former groups in their rationale were EG who, though also moderately to highly concerned, subscribed to a deep environmental ethic and operated ecologically solely on ethical grounds in response to a desire to contribute but, most often, a heartfelt sense of responsibility towards the environment and future generations. In addition, EG tended to be moderately to highly active in their efforts and show a greater readiness than PG to alter their behaviour and purchasing pattern in order to minimise their detrimental impact.

In this respect, they fitted Corrado and Ross' (1990) definition of 'green activists', widely similar to Taylor's (1997) concept of 'direct greens', in so far as they tended to be eco-literate, buy environmentally friendly products wherever possible and actively engage in environmental behaviour. Further, in line with behavioural research (Grob, 1995; Nordlund and Garvill, 2002), a less materialistic value orientation was also noted in association with individuals in this group.

Finally, rather unparalleled for her profound conviction, total dedication and, above all, holistic ethic was the HG who unlike all others in the sample believed in her role as educator and 'herald of the green message', exhibited a strong sense of self-efficacy and claimed high levels of concern, and care not just for the environment but for the world as a whole, possibly as a reflection of her strong Christian faith. Similarly Palmer (2000) identified Christianity and strong social concerns as the core values behind the environmental commitment of some small companies. Table 5.5 overleaf summarises these typology indicators.

Table 5.5 Typology Indicators

Indicators	PMG	PG	EG	HG
Environmental ethic	Shallow	Shallow	Deep	Deep
Construe environmental alternatives as:	Cost cutting opportunities	Contribution to the environment & cost cutting opportunities	A way of saving the environment	A way of life
Motivation	Economic	Economic/Ethical	Ethical	Ethical
Level of concern	Slight	Moderate to high	Moderate to high	High
Level of action	High	Moderate to high	Moderate to high	High
Value placed on action	Economic	Economic & Environmental	Environmental	Environmental

The fact that different reasons motivate businesses to become environmentally involved reinforces the notion that financial gain is not the only driver of environmental performance as traditionally assumed, particularly in a small business context where non-commercial concerns instead often prevail. Undeniably, there are individuals like the PMG in this sample whose sole reason for implementing environmental practices is to enhance profitability. In their eyes ecological solutions represent an attractive cost-saving opportunity and a worthwhile investment.

Efforts to engage business owners with a similar outlook to undertake responsible action may therefore be successful by pressing the conventional argument that 'it is good business', while the use of financial rewards and legislative pressure may further encourage action. The possibility that an environmental conscience might develop once these individuals engage in environmental activities casts a ray of hope that even when "the low hanging fruit has been plucked from the tree of eco-efficiency" (Tilley, 2000:47) efforts may be sustained, this time in the wider interest of the environment and, not solely, on self-interest.

As the typologies indicate there are in fact businesses that undertake responsible action on both ethical and economic grounds. Individuals driven by similar motives may therefore be encouraged to act through both extrinsic and intrinsic incentives, proving responsive to campaigns such as the government's 'Are you doing your bit?' as well as energy efficiency programmes or purchasing discount schemes.

Crucially however, the research showed that there are businesses demonstrating what Hoffman termed "moral leadership" (1991:169), in that they operate environmentally purely on moral grounds. These may be owned and managed by individuals whose priorities revolve around lifestyle goals and social concerns. In such cases, participation in environmental activities may be obtained by appealing to their moral conscience and by enhancing individuals' discovery of the satisfaction that can be derived from engaging in environmental activities. Educational and awareness generating programmes may in this sense be the best option.

With regards to environmental accreditation schemes, the knowledge that businesses embark on environmental practices for different reasons can add focus to promotional efforts and help channel resources accordingly. Finally, a word of caution. Although the typologies are empirically grounded, they are based on only a small number of business owners and should for this reason not be held as representative of the wider population. Further, they were developed on the basis of respondents' accounts and are for this reason open to response biases. Nevertheless this classification provides a useful insight into the drivers of environmental performance, hopefully paving the way for further examination of a much neglected aspect of hospitality and small business research.

The next logical step

A discussion of the rationale for adopting environmental practices continues in this section with an evaluation of the reasons for seeking environmental accreditation. As it has been discussed earlier, most businesses had long been undertaking environmental measures to different degrees on their own initiative. Consequently, for the majority the decision to join the scheme represented the next logical step, one which for that matter seemingly did not require much deliberation. This explains the vagueness of responses on how the decision was formed, a fact however also attributable to the time that had passed since joining. While memory may genuinely have failed some respondents, others may have brushed it off rather than admit memory loss.

Either way, signing up for the scheme was not reported as having been a major

decision and can be interpreted as being just the next obvious link on the 'going green' chain of decisions represented in Figure 5.3. Having said that, it must be noted that the publicity associated with the launch of the scheme was on the whole the factor that had triggered the decision to join and it is questionable therefore whether businesses would have joined had they not been actively targeted. The highest density of members is in fact in the Highlands and Islands region where the scheme was first piloted and free inspections were carried out. The sample to some extent reflects this geographical spread, with the second largest concentration of businesses visited being in the Highlands & Islands region. In this respect a comparison of the recruitment process and success rate across existing environmental certification schemes would provide an interesting insight into the factors influencing participation and, in this way, assist in the promotion of such schemes.

The fact that one major reason for subscribing to the initiative was the knowledge that joining required little or no change to current practices, finds clear explanation in the businesses' active environmental status prior to participation. In the case of the three establishments that had sufficient measures in place to qualify without any need for change, the accreditation process was a mere form-filling exercise, and a matter of having the assessment carried out to confirm the award grading. While it is not surprising that the HG and the best exemplar of the PMG were in this group, the appearance of a PG suggests that the ethico-financial combination can be an equally strong motivator of action, as the achievement of a Silver award also confirms. For the other two-thirds of businesses able to qualify by undergoing only some or minor improvements, it is clear that accreditation represented an objective that could easily be reached and which made the effort seem worthwhile.

The perception (later proved to be a fact) that joining would be a relatively effortless transition has potential implications for the recruitment of new members, in so far as it provides a valid argument for persuading prospective members to join, providing that the contextual circumstances are the same as in this study. Resistance to environmental improvements can often be grounded on misconception in terms of the extra effort and change these involve, but as the study showed most of the measures undertaken were established practices.

Thus it may be the case that so-called environmental measures are more widely carried out than it is commonly known, albeit irrespective of environmental concern. The challenge, however, lies first in reaching and, secondly, in persuading those 'unconsciously green' businesses of the value of implementing such practices on a wider business level and of the value of certification. Inertia, contentment with the status quo (Harris and Watkins, 1998), fear of negative guest reaction (Pettit, 1992; Brown, 1996) and last, but not least, the limited commercial benefits ensuing from participation, are just some of the issues facing promoters of environmental action.

On the other hand, there will also be businesses like the three in the sample that are ready and willing to undertake responsible action, but are unsure as to how to go about it, be it the introduction of an EM programme or the informal adoption of measures. That is where schemes such as the GTBS provide the necessary framework for implementing such changes as well as the opportunity, hopefully in the future, to generate trade. Indeed, the presence of a guiding framework emerged as a particularly important aspect in the case of medium-small operations where the need for formalised practices and written guidelines becomes greater. Similarly, the prospect of improving operational efficiency through the introduction of a monitoring system was a major appeal of subscribing to the scheme for the larger businesses that had the resources to allocate to this task. That is why Investors in People was reported as having had a similar beneficial effect in terms of promoting a spirit of adaptability and a culture of monitoring that fostered the adoption of new initiatives.

However, the fact that a major reason for joining had been the knowledge that it involved little effort and need for change has also a less positive implication. It speaks of the apparent facility with which these businesses were recruited, and in this way, casts doubts on the scope for selling the scheme to those businesses that really have no measures in place, or worse, no interest in environmental improvements. In such cases the thought of having to change current practices may simply not be deemed worthwhile, as in addition businesses may need to purchase new equipment and fittings, train staff to some degree or another, produce guest notices, go through the certification process with all the bureaucratic procedures that entails and, on top of it, pay a membership fee. That is when the prospect of commercial benefits

becomes a powerful argument for membership recruitment. Yet, in order to create the disillusionment experienced by members in this sample, what is portrayed as a possibility (trade increase, marketing benefits) must become reality.

Certainly, the prospect of a marketing advantage had been one other major reason for becoming a member, besides the move representing a logical progression from businesses' current environmental status, and a means to consolidate efforts in a way that added focus and provided public recognition. Falling numbers of visitors combined with strong seasonal fluctuations in tourism demand and the negative impact of peripherality experienced in tourism destinations such as Scotland (Morrison, 1998), make marketing an important aspect of business for small independently owned establishments, that face increasingly greater competition from large and corporate-owned groups and their aggressive marketing strategies.

Rising levels of environmental consciousness and changing consumer preferences, with customers becoming more and more discerning about their choices and willing to incorporate environmental practices into their own lives (Christie and Jarvis, 2001), point to environmental credentials as one way of improving competitiveness. Yet, although the perception that the green market represents a business opportunity might have been widespread, on the whole, businesses gave no indication of wanting to actively tap into it. In this sense, environmental accreditation was simply regarded as an additional, potential criterion in customers' selection frame, rather than a means to a targeted end.

This apparent lack of focus finds a possible explanation in the fact that environmental certification was for most businesses a relatively recent event; uncertitude and perhaps ignorance about the characteristics of this market segment may have been rife. A lack of market research by small tourism firms into their external business environment (Thomas *et al.*, 1997) may have compounded the problem, while resource limitations combined with lack of specialist marketing expertise can make venturing into a new direction seem a risky decision. This explains why businesses instead placed emphasis on strengthening their position in their existing markets, focusing efforts on those segments known to have stronger environmental values.

Green credentials were believed to be a good selling point with the foreign market, particularly with Scandinavian and northern European visitors who were almost unanimously perceived as 'greener', both in attitudes and behaviour than UK customers, a perception also shared by tourism business owners in South East Cornwall (Vernon *et al.*, 2003), and supported by survey research into British and European environmental attitudes (Dalton and Rohrschneider, 1998). Similarly, businesses catering for alternative or special interest markets (e.g. vegetarians, walkers, whale-watchers) placed great hopes on the marketing powers of the award.

Seeking environmental accreditation fulfilled not only a marketing purpose, it also represented an opportunity to have efforts recognised. In this sense, it is interesting to note how businesses with a long-established environmental record placed great emphasis on recognition. More so than businesses that had more recently introduced measures in order to qualify who, perhaps for that matter, had a lesser appreciation of the long-term effort involved and had immediately received recognition for it. Consequently, these respondents regarded the prospect of gaining recognition largely as one of the positive spin-offs of participation rather than as an influencing decisional factor. Yet, it was this group who expressed their determination in wanting to reach the highest level, possibly because they were all larger operations with greater capital availability to justify the higher expense linked to a Gold award.

However, independently of size, operation type or accreditation level, great pride was noted overall in relation to the award, a fact that can be read as a reflection of the characteristically personalised way in which owner-managed businesses are run. This strong association between personal and business values was also evident in the hope, cherished by those with stronger environmental tendency, that the award would help attract likeminded people or 'fellow cranks', as put by one owner.

In this respect, providing guests who share a similar outlook with an opportunity to contribute could be seen as a form of 'service' that holds scope for development, as demand for environmentally friendly accommodation grows in the years to come. Enabling guests to do their bit, whilst at the same time educating the less ecologically aware on the value of their contribution (as well as their impact), is a potentially

important role of hospitality operators. It is a role that points to the altruistic dimension of environmental commitment, and which found manifestation in the widespread desire to encourage further action, by setting the example through participation in the scheme. Advocates of this stance were, most likely, individuals with a stronger internal locus of control, such as the HG, this group's most vehement representative, who held firm views as regards her 'mission' to educate others.

Revelatory of quite a contrasting outlook, on the other hand, was the response of the couple whose main reason for joining was that 'it [had been] put in front of us'. Particularly the husband's underlying scepticism towards environmental measures combined with his reluctance to initiate action explain this otherwise anomalous answer, indicative perhaps of the reactive attitude often attributed to small hospitality operators in the industry. In this case the influence of his wife who exhibited somehow stronger environmental values and a greater social conscience account for positive action being undertaken prior to joining and quite possibly for the decision to subscribe to the initiative. Distinctly contradictory was in fact their appraisal of the outcome of their involvement, with the husband claiming no benefits and his wife acknowledging increased commitment and a clearer conscience, evidence that benefits are a direct function of the motivation driving action.

Finally, the emergence of personal endorsement as the other major reason for joining the scheme is open to interpretation. On the one hand, it is rather self-evident that if respondents had subscribed to the initiative, they agreed with its principles, particularly as membership came at a cost, a non-indifferent cost according to the majority. In this respect the finding is not surprising. What is perhaps surprising, and certainly encouraging, is the widespread level of endorsement received by the scheme. Clearly, the size of the sample precludes claims of representativeness, but the fact that it represented the views of a relatively large proportion of members in that category of business[5] paints a positive picture.

---

[5] 48% of the total number of GTBS serviced accommodation establishments. This figure is likely to be higher if corporate owned hotels are excluded from the count. Based on 2000 figures as accessed online on 29 March 2000, available at http://www.greentourism.org.uk/projects/gtbsnews2ofold/html

Further, this could be taken as an indication that acceptance of environmental initiatives among small hospitality operations may be greater than given credit and that, when presented with an opportunity to act responsibly, or be seen to, a considerable number of businesses may be willing to embark on it. Lack of information on this aspect, combined with the impossibility to generalise from this study, prevents further speculation. But what about the non-environmentally concerned operators? The fact that the participants of this study had joined because, amongst other reasons, they fundamentally believed in the value of the initiative (though not all to the same extent), confirms the ease with which they were recruited and, by reflection, points to the potential difficulties of attracting business owners with no personal concern for the environment. In their case, joining may not even come into consideration or be discounted as just another moneymaking scheme with no prospect of benefits. Identifying this segment with a view to understand their position thus becomes of great importance in order to gain an appreciation of the issues facing promoters of environmental initiatives, and focus efforts and resources in the right direction.

5.4 Part Three - Outcome

Ahead of their time?

Having discussed the mechanics of going green and the motives behind it, this final part evaluates the outcome of the decision. Addressed here are the factors acting as constraints to further action.

Perhaps one of the greatest issues of concern following the adoption of an environmental profile pertained to its potential effect on standards and implications for trade. Widespread across the sample was in fact the belief that environmental improvements, and likewise environmental products, are still widely perceived as lower quality, unreliable, cost-cutting alternatives. The potentially damaging effect that the use of such measures or products may have for the reputation of establishments, which pride themselves in offering a quality product and service, thus become clear.

The fact that similar concerns were registered among operators of tourism businesses

in South West England (Vernon *et al.*, 2003) and interestingly, among employees of chain-owned hotels (Silano *et al.*, 1997), provides some indication of how rife this perception is. Admittedly, a number of respondents themselves still bore doubts about the efficacy of, for example, ecological cleaning products (a hobby horse with female respondents!), the appearance and quality of energy efficient lightbulbs or the reliability of energy savings devices (e.g. Savaplugs).

It is in effect still the case that the quality of environmental alternatives is in some instances comparatively lower than the standard offered by mainstream products, which consumers in the developed world have grown accustomed to. The issue is whether such automatically taken-for-granted standards are indispensable to our living. Do we really need optical brighteners to whiten our laundry? The answer is probably not, yet they feature in most laundry detergents, despite being known to cause dermatological problems. All the same, switching to an unknown brand of laundry detergent that does not leave as long-lasting a scent on laundry as a typical commercial washing powder may not be deemed satisfactory. If, in addition the product costs more or is not as readily available, the chances of purchasing it become even slimmer.

Both availability and cost of eco-products were in fact reported as factors constraining their wider use. Having to depend on unreliable suppliers or mail-order deliveries can pose problems for small operators that do not have the purchasing power of the larger firms to impose their terms and conditions, nor their turnover in trade to justify buying in bulk in order to make purchasing of eco-products economically worthwhile. Remoteness and lack of storage space can add to the difficulties. The premium on alternative products can in some cases be rather high, too high in case of businesses with a lack of surplus funds and when the need for competitiveness means that the cost cannot be passed onto the customer.

In this sense the findings of a recent survey by the IHEI suggesting a growing willingness among consumers to pay more for hotels that take a proactive stand in environmental protection (Fisher, 2003) should come as an encouragement. It

remains to be seen whether intention translates into action, as the dearth of research investigating this aspect offers no basis for speculation other than indicating the existence of a relationship between customers' choice of establishment and its environmental performance (Gustin and Weaver, 1996).

Yet, as stated earlier, besides financial and logistical issues the main ground for concern, and by reflection, hesitation to implement environmental practices on a wider basis, was the impact this might have on levels of customer satisfaction. Falling short of guests' expectations was in fact a recurrent fear, often rooted in the perception that as well as expecting a quality service and a comfortable stay, guests like to be pampered when away from home. Hints of luxury such as having fresh towels everyday or bathing in a reassuringly expensive brand of bubble bath can be ways of fulfilling that need. Depriving the customer of such treats may detract from the overall experience.

Finding instead that bed linens are changed only if requested, that soap is dispensed out of anonymous plastic re-fill containers or that the paper tissues are not the super soft balm-enriched three-ply ones that one is used to, but the unbleached two-ply slightly rougher ones that one sees in supermarkets but never buys, can be a source of disappointment for some customers! This argument finds support in research evidence pointing to an inclination among travellers towards those measures that are the least likely to affect their experience (Gustin and Weaver, 1996; Tzschentke, 1998). Scepticism often grounded on misconception or misinformation partly explain these results, though disapproval of, for example, the towel policy may be interpreted as a reluctance on the part of customers to give up their 'right' to luxury. Clearly, the extent to which this whole argument applies varies depending on the customer, the purpose of stay, the rate charged, the star rating of the establishment, and whether the latter effectively manages to communicate its policy to customers in a way that invites their co-operation, rather than imposes compliance.

Striking the right balance is where the difficulty lies, not least because of the connotations of being green. A multitude of altogether disparaging associations were in fact reported by respondents in relation to being ecologically minded or active, which, whilst dismissed on surface, revealed an underlying fear that implementing

ecological measures might deter potential custom. Unsurprisingly, this concern tended to be less prominent (non-existent in the case of the HG!) with EG and some PG as a result of their stronger conviction, and possibly determination to stick at it, in spite of the potential repercussions on trade. This explains why, apart from a few exceptions, businesses gave little evidence of wanting to actively communicate their efforts to their customers. In most cases communication was limited to the towel agreement, which some also extended to bed linen.

It can be speculated that with large hotel chains having set the trend over a decade ago, this measure has become almost omnipresent in hotels to the effect of enabling the smaller operations to 'safely' follow suit, with less of a fear of a negative guest reaction, particularly as the customer retains the choice of whether or not to co-operate. Imposing certain norms of behaviour, with notices telling guests how to behave in the privacy of 'their' own bedroom, was in fact regarded by the smaller operators as an infringement on customers' rights (the right to freedom, to luxury, to being pampered), a notion shared also by other tourism operators (Vernon, 2000).

Thus, typical of owner-managed establishments, most communication with guests occurred informally, and face-to-face, possibly to reinforce the personal touch that characterises this type of operation, but also so as to 'suss out' customers in terms of their attitude towards the environment and their potential reaction to the policy. This was less evident in the larger establishments where personal contact with guests was proportionally more limited, and notices therefore a more effective means of communication.

However, independent of size, knowing how best to get the message across was often portrayed as a difficult issue to tackle, one on which advice would probably have been welcomed. One way of establishing co-operation and minimising the undesired effect of 'preaching' is through an educational approach. That is, not only making guests aware of the measures that are in place, but also informing them of the rationale behind it and the ways they themselves can contribute. Illustrating or quantifying where possible the benefits adds relevance to the efforts made, fostering a sense of ownership and helping to promote action. In this respect, the sample included some laudable examples of businesses striving to encourage co-operation by

taking an active role in educating guests.

Although response to the towel policy was, on the whole, rated positively, businesses did not always obtain the co-operation nor the level of interest, some in particular, had been hoping for. The decline in the number of overseas visitors (i.e. the more environmentally oriented) registered by many in the sample over recent years may partly account for it, as can the fact that "many people travel to escape the obligations of daily living, perhaps including the need to recycle or think green" (Watkins, 1994:70). However, whilst the number of environmentally conscious travellers may be on the rise, the proportion of travellers, UK and overseas, who are not, remains considerably larger, making the efforts of businesses with an environmental commitment all the more deserving.

One other issue for concern related to the perceived lack of "proven customer demand for environmental quality", an issue also identified by Vernon (2000:33) as a major barrier to action. As has been discussed, businesses had joined in the optimistic belief that market demand for environmental friendly accommodation would increase, placing those with an environmental certification in a position of advantage. Yet, confidence of this happening within a commercially viable timescale was widely dented by the realisation that levels of customer interest in environmental issues were lower than expected, and that the market may not be ready. Mixed customer response combined with observation and personal experiences, both in and outwith a business context, had contributed to forming this perception, which indirectly acted as another constraint on action.

Besides the promotional failure resulting in the market not being aware of the scheme, the lack of commercial benefits ensuing from participation was in fact also explained in terms of low levels of environmental consciousness, particularly in Britain. The obvious disappointment ensuing from it, combined with frustration, explain the collective criticism launched at both the public and the authorities for the apparent inertia and limited sense of social responsibility.

Lack of respect and appreciation of natural resources, which finds reflection in low levels of environmental consciousness, may be interpreted as being altogether

symptomatic of the emphasis placed by modern consumer society on materialistic values and short-term gain, at the detriment of social responsibility and environmental protection. On the other hand, a diminished sense of agency towards the environment also finds a possible explanation in the sense of powerlessness individuals may feel when confronted with the complexity of environmental problems, with impacts that are hard to conceptualise and relate to daily life. An absence of political will and commitment resulting in a lack of clear signals on how to take action may compound the problem (Christie and Jarvis, 2001).

Customers and the general public were not the only objects of criticism. Staff were sometimes criticised for their shortsightedness or indifference to environmental improvements but, rather than be portrayed as an obstacle, the issue was often brushed off. This finds explanation in the fact that particularly in the smaller establishments with a smaller workforce, staff's involvement in environmental tasks was limited, as many respondents found it 'easier and quicker' to do things themselves rather than try to change the mindset. Conversely, in operations with a larger workforce, the successful implementation of practices could at times be jeopardised by the high staff turnover affecting training, though, on the whole, there was little evidence of specific environmental training being given to staff.

Similarly, dealings with locals and local authority officials had made many come to the conclusion that apathy and general lack of interest characterised their attitude towards the environment, leaving operators to act entirely on their own accord. Attempts to extend the range of materials recycled by the establishment or to promote recycling within the local community had often failed because of insufficient interest or the lack of co-operation offered by the council in return.

It was often the case that where attitudinal barriers were encountered, operators also faced structural constraints such as the lack of adequate recycling facilities, a situation often worsened by remoteness. A need for improved infrastructure support was already identified by research investigating perceptions and implementation of sustainable practices in the East Sussex region (Berry and Ladkin, 1997). Clearly, based on the evidence of this study, the need remains to be addressed, as indicated also by a recent MORI survey, which identified lack of amenities as the greatest

barrier to individual recycling (MORI, 2002). Shortcomings of this sort angered the more actively involved but, it can be speculated, also offered a pretext to those with a lesser sense of commitment. Further, discrepancies between the information reported by businesses located in the same local authority area suggest that dissatisfaction varied depending on the level of support sought, and the degree of action undertaken, though accounts indicate that the level of infrastructure did vary on a geographical basis.

It is also the case that whilst some councils have taken a more proactive environmental stance, possibly in response to the formulation of a national waste strategy in 1999, local authorities face different economic, social and environmental priorities as well as different environmental constraints, e.g. shortage of landfill sites. At present, landfill is the most common disposal route for waste in Scotland, accounting for over 90% of the total. However estimates indicate that current landfill capacity may be exhausted by 2005 (SEPA, 1999; 2001).

The call for action is becoming more and more pressing, but what is required is clear evidence of commitment from the political world and the big players, on whom responsibility largely falls according to respondents in this sample, a view also shared by the general public (Christie and Jarvis, 2001). Absence of governmental leadership in environmental issues was in fact seen by many as the root cause behind the inertia of local authorities, the inadequate infrastructure, the lack of support and initiatives to promote action and, to some extent, the low levels of environmental consciousness.

Factors acting as constraints were not, however, all outwith the control of individuals. The degree of personal commitment and, by reflection, the value attributed to one's actions were important factors determining the level of action undertaken. The wide variation in the range of measures that was noted across the sample was clear evidence of it, though the underlying motive for action was an equally important force. Thus, where 'saving the planet' or 'saving money' was matched by strong commitment the level of action was noticeably greater, as in the example of the HG who recycled the salted water used for cooking to kill weeds, or of one PMG who turned newspaper waste into burning logs, thus cutting down on

heating and waste disposal costs. Similarly, if action was perceived to be rewarding, the commitment appeared to be greater. Some PMG gave strong evidence of their determination to act, in spite of the difficulties they faced, just as some EG and PG did, supporting the notion that environmental efforts can be intrinsically as well as extrinsically rewarding.

The perceived level of effort, on the other hand, seemed to be a function of commitment, in so far as individuals who appeared less motivated were also those who had identified effort as a potential constraint. Breaking out of the habit is also where the difficulty lay, as everyday behaviour consists of many established routines that are hard to deviate from if commitment is lacking. Likewise, individuals who had no financial incentive to recycle, as in the case of a bed and breakfast that faced no extra waste disposal charge, being classed as domestic, saw recycling as an onerous activity.

Arguably, the worthier something is believed to be, the less burdensome it is perceived, thus indicating that effort is also proportional to the value placed on a particular action and to the reward associated with it. Convenience has been found to be a determinant of recycling behaviour (Vining and Ebreo, 1990) and given the limited availability of recycling facilities in some areas, it is not surprising that effort emerged as a barrier to further action. Associated with effort was another constraint, lack of time. Contrary to evidence from another study (Vernon *et al.*, 2003) it was mentioned by only a small minority of individuals, two of whom owned slightly larger establishments. This discrepancy may be due to the sample in the Vernon study consisting primarily of businesses that were not environmentally active, that may therefore have 'perceived', rather than actually experienced, lack of time as a barrier.

Financial constraints were also identified, though on the whole these were not overtly attributed to size. In fact the two references to finance came from managers, suggesting that owner-managers are perhaps less inclined to volunteer this type of information unless they are questioned, possibly owing to a sense of pride with regards to their financial status. Rather, issues were discussed in general terms such as the premium of eco-products and the cost of structural environmental

improvements. In this respect, the age and type of building were sometimes mentioned as a reason for preventing changes at an affordable cost, suggesting that financial support in this direction may have been welcome. Lack of it, not only in terms of financial assistance, but also in so far as guidance and information provision specifically geared to the needs of small businesses, was in fact frequently pinpointed as another public sector's deficiency. This is in line with previous research (Berry and Ladkin, 1997; Stabler and Goodhall, 1997; Vernon, 2003) and identifies another area for intervention.

This need becomes even more apparent when considering the argument, pressed by a number of respondents, that business performance determines the attention given to environmental issues, as also found by research on small firms' ethical behaviour (Vyakarnam *et al.*, 1997). It suggests that even where there is an active involvement in environmental activities these are seen as peripheral in times of crisis, as survival becomes the first priority, a notion that lends applicability to Maslow's (1970) hierarchy of needs in a business context. It follows that given the constraints faced by small tourism firms, many of whom may be struggling to survive against the rapid expansion of large corporate groups, the provision of adequate infrastructure, support and education aimed at the public as well as operators is essential to ensure that both efforts are sustained and action undertaken.

More than a few teething problems...

This section offers an evaluation of the GTBS' performance according to a small but nevertheless noteworthy number of its members. As discussed earlier, the prospect of commercial benefits had been one fundamental reason for joining the GTBS. Yet, much to the dismay of respondents, membership had brought little in the way of commercial advantage, resulting instead in widespread disappointment regarding the effectiveness of the scheme as a marketing tool. Lack of benefits combined with general dissatisfaction about the management of the scheme added to the discontent, in many a case prompting serious doubts about the value of participation.

Explanations for the lack of marketing benefits are manifold. For one, the potential increase in trade directly attributable to environmental certification is hard to

quantify, as customers' choice of establishment depends on a variety of factors. Further, as this type of information tended not to be monitored or was gathered informally, businesses lacked a rigorous basis for assessment.

An in-room questionnaire enquiring about customers' reasons for choice might be a way of establishing the impact of the scheme on trade, as well levels of public awareness about its existence. Whether the idea would receive widespread endorsement among the smaller firms however is questionable, given the degree of informality that characterises these operations, and in particular the owner-managed ones. Resistance may also be met on the basis that it creates added work, it may spoil the customer's stay, but perhaps more widely, on the basis that it may detract from the 'home from home' experience by creating evidence of commerciality, an aspect that many high quality privately owned establishments consciously seek to avoid (Lowe, 1988).

Also, it must be acknowledged that in recent years trading conditions for hospitality businesses in the UK have not been particularly favourable owing to a combination of unfortunate events. BSE, the fuel crisis, the foot and mouth epidemics, and the economic climate resulting in the high value of the pound against the euro, all contributed to a significant drop in the number of overseas visitors to the UK, a situation that probably worsened following the aftermath of the terrorist attacks in September 2001. A potential increase in trade is therefore likely to have been counterbalanced by the negative impact created by these events, especially as the more responsive markets to environmental initiatives were those directly affected by the unfavourable foreign exchange rate.

High levels of discontent may also be attributed to respondents having too high expectations of the scheme, a perception to which the organisers might have contributed when recruiting members. Increased trade through enhanced image and improved customer perception are benefits traditionally associated with environmental credentials, besides the publicity that can generate from winning an award. The growth of green tourism products in response to a globally rising sensitisation to environmental concerns, combined with recent efforts to encourage the adoption of EM practices through initiatives such as the IHEI, may have added

to the notion that participation in the scheme would result in significant competitive advantage. This notion may also have been helped by the fact that the GTBS was the first scheme of its kind to operate in Scotland.

It is therefore quite possible that, presented with an opportunity to have their efforts publicly recognised, respondents entertained great hopes on the benefits of participation, not least because joining represented for many little more than a form-filling exercise. In this respect, it would have been interesting to have also accessed the views of respondents at the time of entry, to draw a more accurate comparison of their expectations and the extent to which those had been met.

Undoubtedly, the fact that membership came at a cost magnified the perceived lack of benefits, not least because action was being (and would continue to be) undertaken irrespective of the scheme. The widespread belief that membership charges represented an unjustifiable expense for the likes of small businesses, reflects this feeling. To some extent the recent revision of the GTBS fee structure has addressed this issue, in so far as membership fees are now charged in relation to size rather than award level, thus making for a fairer system. Whether these changes were met with the approval of respondents, or indeed of GTBS members in general, it is not known, but is an aspect that merits further attention.

Disgruntlement with the lack of commercial benefits may well have clouded judgement on the value of participation, just as the somewhat negative market conjunction since the launch of the scheme compounded its poor performance. The fact is, that awareness of the scheme in the marketplace was perceived as being disappointingly limited. As a result, its effectiveness as a marketing tool was being severely questioned. 'What scope is there for us to get a return on investment if the market is not even aware that such an initiative exists?' was the argument pressed by most participants. Though unsubstantiated by research, this widespread perception found evidence in the overall lack of enquiries operators had received from customers about certification, and in the lack of bookings made in relation to it.

Customer feedback provided further confirmation. In the few instances where the award had actually led to a booking it was because the customer had an

environmental connection. This attests to the potential value of environmental credentials. However, it also highlights the importance of letting the customer know, if the parties involved, be the organisers, its supporting members or the customers are to benefit in any way. Only in this way can environmental accreditation schemes be opportunities of commercial value to operators, as well as a chance for guests to make a positive contribution. That is mostly where the GTBS had fallen short of expectations.

A failure to actively promote the scheme in the marketplace was identified as the main cause behind this state of affairs, which according to respondents was being disregarded in favour of the seemingly more important (and certainly more financially rewarding) aim of recruiting new members. A further investigation into the matter may seek to substantiate the above allegation made rather too widely across the sample to be dismissed simply as a product of dissatisfaction. It can be speculated that the turmoil caused by the organisational restructure of the Scottish Tourist Board (now VisitScotland) in the last period may have been the cause at the root of the problem in conjunction with a shortage of funds. The fact that funding stopped in 2001, making the GTBS a self-financing scheme mainly supported by membership fees, would explain the greater efforts spent on recruiting new members. The allocation of funds to priority areas may have put a further constraint on the resources needed to adequately manage and promote the scheme in the marketplace.

However, while expansion may be the way forward, ensuring the successful establishment of the scheme is rather crucial for securing the future of the initiative. Looking after existing members is therefore an important aspect to consider. Yet according to respondents, little had been done in the way of ensuring that participation led to benefits. On the contrary, organisation and communication deficiencies combined with a lack of support, added to the disillusionment created by the marketing deficiencies, resulting in fierce criticism and an overall feeling of abandonment registered across the board. A by-product of such criticism was the wealth of suggestions on how to improve the scheme. These are reported and elaborated here in the form of recommendations.

As it has been argued all along, marketing was (still is?) the area in need of most urgent attention if members are to benefit from participation. Thus, besides generating awareness about the existence of the scheme among operators, service providers and the public, promotion strategies should seek to broaden recognition of the green symbol in the marketplace, particularly across the more environmentally aware markets such as, for example, northern Europe.

Facilitating consumer identification of certified businesses may be one way of addressing the issue. This could be achieved, for example, through the enhancement of the logo (in terms of visibility and distinctness) and standardisation of its representation on promotion literature; through the production of a separate, distinctive listing of members in regional accommodation brochures, and/or in the form of a green tourism brochure as produced by other regional GTBS operators (e.g. South Hams' *'extra Special'* pamphlet); and through the improvement of the online search facilities for certified GTBS businesses on the VisitScotland website, with possibility to select establishments geographically or by award. Improved access to and provision of information and promotion material would complement this process, together with the active targeting of businesses to encourage participation in the scheme.

Communication and support emerged as other areas in need of improvement, whilst lack of cohesion among members had left many demotivated. Increased communication to and between members, combined with opportunities to network and exchange ideas online, during meeting, events or through a members' club were the suggested ways of tackling the issue. The establishment of trade partnerships with suppliers for bulk purchasing and the formulation of a common GTBS purchasing policy should also be considered with a view to increase the commercial benefits ensuing from participation and fostering cohesion among members. Increased technical support, information provision on products and measures, and guidance on communication of green policy to customers were also identified as necessary improvements. Lastly, giving members the opportunity to feed back on the scheme may be the best way of ensuring ongoing improvement and, in this way, secure the future of the scheme.

With regards to administration, there was a demand for a less burdensome accreditation process to take into consideration the priorities of small business owners and a call for clearer guidance on qualification criteria. In this respect, the stringency of entry criteria at the lowest level was occasionally brought into question. Reaching the right balance is, however, a difficult issue, as too stringent criteria will discourage participation, while too lenient entry requirements may be criticised as paying lip service. Further, given the difficulties of encouraging the adoption of EM practices in the industry, achieving high levels of subscription even if at the lowest level is certainly more positive than zero take-up, as once in the scheme members can be encouraged to progress up the award scale. One last cause for concern was the apparent conflict of interest between the GTBS' and the Quality Assurance grading requirements, a fact that points to a lack of integration at policy level and is an issue that requires to be addressed.

In conclusion, it is surprising, though altogether rather encouraging, that the majority of respondents intended to continue supporting the initiative, in spite of high levels of discontent. Perhaps, having a chance to voice their dissatisfaction in the course of the interview had the positive effect of appeasing some of the anger and frustration felt, helping to reinstate optimism by way of identifying solutions for improvement. It is also possible that participants hoped that improvements would follow as a result of sharing their views with someone who, finally according to many, was showing an interest in the issue. More likely however, this vote of confidence was a direct reflection of their underlying motivation for joining, that is, the belief that the scheme was an initiative worthy of endorsement. Unfortunately deep disenchantment prevailed in some cases, with the likely effect of depriving the GTBS of some of its most valuable supporters.

It's worth being green!

Having addressed the process of going green, the motives behind it and the factors acting as constraints, this final section assesses the outcome of the decision in terms of the benefits accrued. While frustration, disappointment and anger may have been rife, the prevailing feeling following involvement in environmental activities was, generally, one of contentment, sizeable in the case of some, moderate in the case of

most, a finding that supports evidence from past research in the accommodation sector (Hobson and Essex, 2001).

Perhaps unsurprisingly, the type of benefit acknowledged was closely associated with the underlying motive for action, thus adding to the credibility of the typologies. As illustrated earlier in Figure 5.6 (p.213) the more economically oriented the motive, the greater the economic value placed on action, thus explaining why mostly PMG and PG attributed a greater importance to extrinsic benefits such as financial savings, operational efficiency and commercial advantage.

The fact that (significant) benefits were accrued in these areas, particularly in terms of cost savings, should be viewed as encouraging with respect to the potential for promoting EM to hospitality firms, not least to small establishments that traditionally face greater financial constraints and thus, arguably, would be the first to benefit. 'Going green makes good business sense' has been the dominant line of argument used to encourage organisational greening, as it is the one promoting a 'win-win' situation for business. Evidence from the parties involved, independent of size or sector, generally supports this notion (Hillary, 2000).

In this way the study provides additional proof that benefits can be accrued even through the informal implementation of measures outwith the framework of EM standards. Moreover, it attests to the fact that these can ensue without the need of a substantial capital outlay, or a sudden change in practices. As seen, most environmental improvements had been introduced gradually, often in conjunction with refurbishing or upgrading requirements, subject to capital and time availability, but crucially, depending on the extent to which these were deemed worthwhile, from an economic and/or environmental perspective.

The issue is therefore one of far-sightedness to overcome the unfortunately still widespread scepticism towards environmental alternatives and see past the initially higher cost, time and effort required before benefits can be reaped. It is also, however, one of attitude and willingness to 'break the habit', and that is, possibly, where the greatest difficulty lies. Small business owners struggling to survive and with no interest in the environment are, in fact, unlikely to even be receptive to

information stimuli, let alone act in response. As found by a study on environmental behaviour, non-recyclers were less knowledgeable on recycling than recyclers, possibly because they selectively ignored or discounted information they perceived as irrelevant (Vining and Ebreo, 1990).

One other problem is the fact that, although savings can be achieved, these are often difficult to quantify in practice, as running costs vary according to occupancy, average length of stay, climatic conditions and guest consumption patterns. Measuring the effect of the introduction of a towel policy or energy efficient devices in monetary terms can therefore be complex requiring regular monitoring over time, an exercise that many small establishments may view as too time consuming given their resource limitations, thus adding to the perception that environmental improvements are more trouble than they are worth.

Detailed accounts of accrued savings were mainly given by the PMG and the PG, who by virtue of their motivation perhaps placed more importance on measuring the economic benefit of their actions, and to this end actively monitored costs. This pattern is consistent with research by Palmer (2000), which showed that most of the organisations studied had little knowledge of the costs incurred with the implementation of EM and limited evidence of financial savings, possibly because most were found to be acting on ethical/social rather than commercial grounds. It is also possible that aside from a genuine disinterest in the monetary value of improvements, some EG may have deliberately played down the financial benefits accrued to be consistent with their justification for action, just as some PMG may have overplayed these to add credibility to their argument.

The adoption of environmental measures had financially benefited the businesses also through the improvement of operational efficiency, and in this respect participation in the scheme had often helped the process by raising the level of awareness about alternative practices and encouraging further action in the run up for accreditation.

Unsurprisingly, the owner-manager had acted as the driving force, particularly in those mainly larger businesses with few or no measures in place that had undergone a

steeper transformation in order to join and therefore faced greater resistance to change, also owing to the larger staff numbers. In this sense, the owner-manager essentially fulfilled the role of the 'environmental champion', a figure portrayed by the literature as key to the successful implementation of greening (Walley, 2000). That is where the presence of a single unit of decision-making can act as a double-edge sword in that the move to 'greening' rests primarily with one individual. Thus, where the individual has a personal commitment to the environment or perceives environmental alternatives as economically worthwhile, s/he will act as the motivating power. Equally, the lack of such commitment or perception may represent the greatest barrier to implementation, as change is unlikely to take place without the approval and support of the owner-manager.

Businesses had also, to some extent, benefited from a commercial point of view. Added competitive advantage and raised profile following participation in the scheme were claimed, though only by a minority of respondents. Further, perception rather than evidence seemingly informed this judgement. Customers' choice of establishment depends on a variety of factors such as quality, price, reputation, location, availability, and even serendipity. Green credentials are just one factor that might influence selection. Establishing the reason behind choice is a complex task, one that many of the small establishments in the sample therefore chose to disregard because of the added work it entailed.

Consequently, businesses had limited factual evidence of how the scheme had actually impacted on trade, though estimates suggested a nil increase in the level of bookings as a result of participation. Disappointment therefore may have clouded judgement, as indeed optimism may have in the case of those who retained their faith in the initiative, and confidently hoped benefits would materialise with time. The latter in fact were predominantly EG and PG, who possibly in line with their rationale appeared less bothered about the lack of results, than for example some PMG; while those who based their marketing strategy on differentiation firmly believed in the value of the award. The fact remains that more research is needed to establish the actual benefits of environmental responsibility in order to quantify the value added to businesses by going green (Holt, 1998), an argument pressed also by the author.

One dimension generally overlooked by the business literature relates to the psychological benefits that ensue from acting responsibly. As the study revealed, greening had largely been a personal choice, driven by personal values and beliefs. That explains why intrinsic benefits were greatly valued by a large number of respondents who, as a result of their direct involvement in environmental activities, experienced personally a sense of satisfaction and/or peace of mind, and possibly because of it seemed keen to convey such feelings.

On the contrary, extrinsic benefits emerged as the most important for the PMG whose decision was essentially a commercial one. In their case it was the business dimension that prevailed, with personal intrinsic benefits often being downplayed. In this respect, it is interesting to note how size played a role in the extent to which benefits permeated the business as a whole, particularly with regards to staff. Contrary to what the smallest establishments reported, a 'feel good factor' had seemingly spread throughout the firm in the medium-small businesses, creating support for the initiative among staff and improving morale.

While this perception may be rose-tinted, it finds support in research by Hillary (1998) and Smith and Kemp (1998), which identified improved employee morale and motivation as some of the positive outcomes of EM systems. This was not the case in small businesses with fewer staff, whose owners reported only personal benefits, very rarely including staff in the equation. The limited delegation of environmental tasks to staff in this size of establishments explains this fact, which is characteristic of small owner-managed operations, where the owner exerts a position of total control.

The wide acknowledgment of intrinsic benefits also finds explanation in the motive for undertaking action, which for a majority of respondents was contribution-related. Implied in 'doing my bit' may be the need to salve one's conscience by doing what is perceived as the right thing or, in the case of some, a moral obligation. Satisfaction, peace of mind, feel good factor, may therefore have been benefits respondents subconsciously 'expected'. Whether these also acted as motivators could not be established, though behavioural research has demonstrated the existence of a close association between intrinsic motivation and the satisfaction derived from engaging in environmentally responsible behaviour, thus supporting the notion that such

activities are satisfying in their own right (De Young, 1986a).

In this respect, it is interesting to note how relatively few respondents actually commented on the environmental benefit of their contribution, in spite of environmental protection being a dominant reason for action. A failure to perceive benefits that are not personally accrued is a potential explanation, particularly given the relative 'invisibility' (Adam, 1998) of the positive (and negative) impact of one's actions on the environment. Modesty may also explain the reluctance to take credit for the beneficial impact of one's efforts, especially if action is undertaken on moral grounds. The fact that participants spoke of environmental benefits in hopeful, rather than certain terms, would support this explication.

In contrast, contribution to environmental protection was the most widely acknowledged benefit by participants of a survey investigating the environmental attitudes and practices of accommodation providers following the South Devon Green Tourism Initiative (Hobson and Essex, 2001). Methodological differences may account for the discrepancy, as indeed the fact that the level of adoption of sustainable practices was relatively limited and largely grounded in cost cutting.

Also greatly valued was the sense of satisfaction arising from recognition, be it from gaining the award or simply from the appreciation shown by guests towards environmental efforts. The granting of an award can be a source of pride for any business, but perhaps even more so for small businesses owners who are arguably more reliant on it as a means of adding competitive advantage, and for whom it therefore often represents a greater achievement given the higher proportional cost and their resource limitations. Research evidence on the value of environmental awards is scant, and what research there is has little relevance to either small businesses or the hospitality industry, making contextualisation difficult.

As for the satisfaction derived from guests' appreciation of efforts, it is true that while the scheme itself did not produce noticeable results in terms of generating business, once in the establishment, customers on the whole were seen to react quite positively to environmental measures. This confirms the notion that aside the financial gain, environmental efforts can be intrinsically rewarding, for customers

also, who in turn may feel their contribution is appreciated and worthwhile. Further, guests' co-operation with measures and positive feedback are altogether indicative that the green message is spreading, and should, in this way, help to mitigate fears of negative guest reaction and the subsequent reluctance of operators to openly communicate their commitment.

Those in the sample who did were in fact the most deeply committed, and by virtue of their own conviction believed in the value of educating guests, a role that most shied away from. That is why these few individuals also sought to involve guests more actively in their environmental efforts, contrary to the rest (possibly like most other accommodation establishments) who preferred to play it safe, drawing the line at the towel agreement, a now commonplace measure familiar to most travellers, which crucially, leaves the customer a choice. This can be interpreted as being symptomatic of widespread fears of infringing on customers' rights on the part of hospitality operators, particularly with regards to issues that many still regard as peripheral.

In this respect, this is where the scheme was largely beneficial in so far as it legitimised practices in the eyes of customers, but at the same time boosted the confidence of those undertaking action, adding a commercial edge to their efforts. Further research may seek to establish the veracity of this statement thus helping to understand the value of green credentials as a basis for promotion, but also as a way of determining the extent to which these influence customers' selection process.

Finally, one particularly important dimension of environmental initiatives is their educational function. As has been noted earlier once people are aware of a problem, arguably, they are more likely to try and solve it. Similarly, if given the opportunity to positively contribute, they are more likely to act. Participation in the scheme did precisely that in so far as it reinforced (or in the case of some introduced) the notion that businesses, like individuals, could contribute to the preservation of the environment in a co-ordinated and possibly even remunerative fashion.

Hence the widespread acknowledgement of educational benefits, both in terms of increased level of action and personal awareness, which in turn resulted in a stronger

sense of commitment. In this sense it can only be hoped (though some claimed it happened) that those coming into contact with examples of good practice be they customers, staff, suppliers or others, experienced a similar effect, if not to the same extent at least sufficiently to retain an awareness that may lead to positive action at some point in time. This is why the value of environmental initiatives should not be underestimated as opportunities to generate awareness, trigger action and foster the wider embracing of environmental values among both the public and the business sector.

A discussion of the benefits of going green would not be complete without offering an explanation of why, in a sample of thirty, one business owner claimed a total absence of benefits, both from participation in the scheme and environmental involvement. Firstly, the business had no measures in place prior to joining, most likely as a result of the owner's limited interest in the environment. A negative experience with energy efficient lightbulbs may have further contributed to his intense scepticism towards ecological measures, which if at all considered, were viewed exclusively as cost saving opportunities.

Consistent with this mindset was the respondent's rationale for joining the scheme: the offer of a free membership trial, a fact denied by the organisers. Lack of guidance and support with regards to the scheme, absence of tangible costs savings and/or business increase soon reinstated his initial doubts, resulting in disenchantment and an overwhelming feeling of negativity that explain his conflicting response. In contrast, all other respondents regarded their involvement in positive terms, recognising the beneficial outcome that had derived from it, in spite of the scheme falling short of their expectations.

5.5 Summary

This chapter critically reviewed the research findings in light of the existing theoretical framework with the view to provide an empirically based understanding of the rationale behind businesses' decision to 'go green'. It has achieved this by addressing three main aspects: the process of going green and the factors that contributed to it (Part One); the rationale for adopting environmental practices and

seeking environmental accreditation (Part Two); and finally the outcome of environmental involvement in terms of the perceived barriers to action, scheme-related issues and the benefits accrued (Part Three).

A salient finding is the fact that involvement in environmental activities had not been the product of a given decision but rather of a long-term process of change, which saw the gradual greening of business practices in response to environmental concerns and/or the realisation that ecological solutions could lead to cost reduction. As such 'going green' had essentially been a value driven journey that largely reflected a personal lifestyle choice. Various factors had influenced the process. The presence of an environmental consciousness, particularly in terms of ecological concern was identified as central, leading to the supposition that levels of concern may be a function of the motivation underlying action. Upbringing, education, professional and vocational interest, age, change of personal circumstances, the influence of significant others and of the media were also noted as having contributed to the development or rise of environmental awareness and concern, a testimony to the importance of appreciating the personal and social complexities of the owner-manager in order to understand his or her rationale for action.

Locus of control emerged as another determinant factor as it accounted for action taking place in spite of individuals realising that their contribution to environmental preservation was minimal on a global scale. It follows that small businesses, hence the majority of hospitality operations, should not discount the value of their contribution by virtue of their size but instead act on the belief that their efforts can make a difference. The setting was also noted as an important influence on the personal environmental ethic of the individual in terms of fostering a conservation attitude. Legislative pressure, on the other hand, had prompted action only by PMG, suggesting that businesses with a prevalent profit maximising orientation may be more responsive to environmental taxation, though it is also the case that hospitality operations are relatively unaffected by environmental legislation.

The absence of a decision point, the value-driven nature of the process and the multitude of factors that had altogether influenced, more than prompted greening, limit the scope for intervention. However, the fact that change took place gradually,

over a long period of time adds to the notion that a programme of greening needs not to have ambitious aims but can successfully progress from a modest start (Walley, 2000), thus suiting the needs of those mainly small hospitality operators. The finding that many of the measures implemented were long established practices, and often the product of inherited thriftiness rather than of ecological concern further demonstrates the case, pointing to the fact that there may be businesses that are 'unconsciously green' for whom environmental best practice represents a target within easy reach.

The challenge lies in making such operators aware of their advantaged status, but mostly in persuading them to take the step. Personal endorsement of environmental practices, and indeed of the scheme, was in fact a determining factor irrespectively of the rationale underlying action. Cost reduction and social responsibility were the two identified drivers of environmental performance. The extent to which either or both motivated individual respondents accounts for the emergence of four distinct groups or typologies: Profit-motivated Greens, Practical Greens, Ethical Greens and the Holistic Green. Variations in personal environmental ethic, personal construct of environmental practices and the type of value attributed to action distinguished respondents in the four typologies. It is speculated that business motivations may also have acted as a mediating factor.

This finding has several implications. Firstly, it highlights the fact that involvement in environmental activities in owner-managed firms is a highly personal and value-driven choice. Thus, while the perception of a win-win situation is necessary for action to take place by those businesses that regard environmental practices as cost cutting opportunities, a desire to contribute or indeed a sense of moral obligation, act as an equally powerful motive for those who view them instead, or as well, as a way of savings the environment.

This in turn supports the argument pressed by much of the small business literature that cost reduction is not the only driver of environmental performance in a small business context, and suggests that acceptance of the alternative paradigm may be more widespread than traditionally assumed. In this respect, the finding adds weight to the notion that motives other than mere economic gain motivate the small

business owner in a hospitality sector. Thus in practical terms the implications are that while the traditional approach of marketing environmental improvements on the basis of their financial appeal may be successful in attracting some businesses, intervention efforts should not discount the appeal of the moral argument, which may engage businesses to commit to environmental best practice, even when it comes at a cost.

In order to encourage businesses to commit, however, the conditions in which to operate must be favourable. This means providing adequate support and infrastructure to facilitate action, but also identifying ways of removing the scepticism that still widely exists among operators and the public towards environmental alternatives, so that those who do embark on a programme of greening are not faced with the prospect of deterring potential custom. Falling short of customers' expectations was in fact a recurring fear that filled many with insecurity regarding the effect the policy would have on levels of satisfaction, thus preventing its open communication and the active involvement of guests in environmental efforts.

Lack of customer demand explained in terms of low levels of environmental awareness was another issue of concern, which raised doubts on the value of accreditation indirectly inhibiting the wider implementation of measures. The premium on ecological products and their reduced availability further added to the feeling that the market may not be ready to respond to the efforts of a few proactive businesses.

Adding to the frustration was the lack of demonstrable commercial benefits ensuing from participation in the GTBS. Marketing benefits and the prospect of increasing trade had in fact been one of the major reasons for joining the scheme, besides personal endorsement and the knowledge that accreditation involved little or no change to current practices, as most businesses had an existing environmental record. However, participation in the scheme had made no apparent impact on trade, partly because of a decline in the number of overseas visitors, who according to most are the more responsive market to environmental initiatives, but largely because of the apparently inadequate promotion of the scheme in the marketplace, which resulted in

a lack of customer awareness.

Consequently, respondents severely questioned the effectiveness of the scheme as a marketing tool casting doubts on the value of participation. Lack of guidance and communication, administrative issues and the cost of membership were other causes for discontent. Efforts to address these issues will not only help retain existing members thus ensuring the future of the initiative, but also encourage participation and thus widen the adoption of environmental best practice in the industry.

All in all, a feeling of contentment prevailed over the dissatisfaction and frustration caused by the barriers encountered and the shortcomings of the scheme. A variety of benefits followed involvement in environmental activities. Cost savings, largely through the improvement of operational efficiency, were widely acknowledged, evidence that environmental improvements do indeed make good business sense, even when implemented on a modest scale.

Commercially, businesses had benefited from the accreditation in terms of added competitive advantage and raised profile, though perception rather than evidence informed this judgement. Participation in the scheme had also raised awareness on the range of alternative practices and encouraged their wider implementation, as well as legitimised measures in the eyes of customers. Intrinsic benefits such as a sense of satisfaction and peace of mind were also widely acknowledged, most likely a reflection of ethical motives being a powerful reason for action. Similarly, the widespread recognition of educational benefits reflected the broadly shared hope that participation in the scheme may set the example for others to follow suit, thus highlighting the important function of environmental initiatives.

A conclusion to the thesis follows in the next and last chapter, which draws the main line of argument, provides recommendations and identifies areas for further research.

CHAPTER 6

Conclusions

6.1 Introduction

This research set out to investigate the process and rationale behind a business owner's decision to 'go green', intended as the adoption of environmental management (EM) practices and accreditation to the Green Tourism Business Scheme (GTBS). In achieving this aim it has provided an empirically based understanding of an under-explored issue, thereby contributing to knowledge and, through this understanding, offered suggestions for the successful formulation of strategies aimed at greening business practice in the hospitality industry.

The previous chapters reviewed the theoretical framework supporting this piece of research (CHAPTER 2), detailed the methodological approach (CHAPTER 3), presented the research findings (CHAPTER 4), and finally, critically discussed the findings in light of the literature (CHAPTER 5). This concluding chapter provides an overview of the research, its theoretical contribution and implications for policy, prior to identifying areas for further research.

6.2 Overview

The globalisation of ecological concern combined with the increasing salience of environmental issues, on both the domestic and international political agendas, have made environmental protection into one of business' greatest challenges, one that can no longer be ignored. This is true for every industry, not least for the hospitality and tourism industry, which heavily relies upon the quality of the environment to ensure its survival. Within a British context, Scotland's natural scenery has consistently been rated its most attractive feature by visitors worldwide, making it a long established 'green' holiday destination.

Yet, business' response to environmental pressure has not entirely reflected this trend, with action seemingly being confined to the large, chain-owned hotel

corporations, mainly members of the International Hotels Environmental Initiative (IHEI), with the bulk of medium-small owner-managed establishments lagging behind in a state of environmental inertia. Of course, it must also be acknowledged that this apparent lack of environmental interest in the industry mirrors the lack of academic interest on the issue in the hospitality research community. Thus, whilst studies have criticised the industry's slow and piecemeal response, which much reflects its fragmented nature, it may also be the case that action is taking place unbeknown to public knowledge.

Owing to this state of affairs, a need for research was identified. Specifically, it has been the contention of this study that if action is to be encouraged, the reasons behind it must be understood. An investigation of the process and rationale behind the decision of a sample of hospitality operations to adopt EM practices, of the factors that influenced the process, and of the outcome of the decision was a way of achieving this aim. Understanding the issue from the decision-maker's perspective was therefore crucial. This meant the investigation must focus on owner-managed operations to gain access to the person directly responsible for the decision, rather than in charge of implementing the environmental programme, as may be the case in corporate owned establishments. Consequently, the sample consisted entirely of small independently owned businesses (for a definition see p.72).

To ensure validity, environmentally accredited businesses only were selected. In this case, the GTBS was used as the sampling frame since, unlike others, this scheme counts a large number of small businesses among its members and is specifically tailored to the hospitality and tourism sector. Geographically, the research focused on a Scottish context because at the time of sampling the GTBS was only operative in Scotland, though similar initiatives are now running in some regions of England. Finally, the research focused on serviced accommodation. An important function of this type of establishment is the provision of service. Indulging guests with luxuries or 'treats' is part of the service. Offering environmental alternatives, which are still widely perceived as lower in standards, may spoil the guest's experience. This conflict is less evident in self-catering or youth hostels where the expected standards differ in nature and the barriers to the implementation of environmental measures are therefore lower.

In order to address all these dimensions, the review of the literature considered the environmental issue starting from the broader philosophical perspective; continuing on the individual perspective to shed light on the reasons why individuals may engage in environmental behaviour; to then focus on the business' perspective. To take into account the nature of the sample, it subsequently considered literature on small firms, concluding with an overview of decision-making theory.

The works of O'Riordan (1989), Dobson (1995) and Pepper (1996) provided a comprehensive account of the ideological divide at the heart of the environmental movement, that between anthropocentrism, which informs the dominant social paradigm, and eco-centrism, the alternative paradigm which calls for a radical shift in values in order to achieve a 'sustainable' society. Though receiving international endorsement at political level following the Brundtland Report (WCED, 1987) and Rio Summit in 1992[1], sustainable development remains an elusive concept in practice as individual and corporate behaviour come under scrutiny.

At an individual level, despite a globally growing sensitisation to environmental issues, a gap remains between environmental consciousness and behaviour, owing to the multitude of factors that intervene on an individual's intention to act, as research on environmental behaviour has illustrated (Hines *et al.*, 1987; Grob, 1995; Schlegelmilch *et al.*, 1996; Tanner, 1999). Investigations on different aspects of environmental behaviour have revealed the existence of both extrinsic and intrinsic drivers, including financial rewards, convenience, social pressure, and a sense of moral obligation (De Young, 1986a; Vining and Ebreo, 2001; Nordlund and Garvill, 2002).

Similarly, at a corporate level social responsibility has been identified as a driver of environmental performance especially in a small firms' context (Hillary, 2000), together with commercial and legal forces. Featured extensively in the green business literature are theories of corporate response (Roome, 1992; Welford, 1994),

[1] For reference see under Report of the United Nations Conference on Environment and Development (1993)

which, however, provide only a limited understanding of reality. It is also the case that studies investigating the environmental issue have neglected the motivational dimension, focusing instead on levels of action (Stabler and Goodall, 1997; Knowles *et al.*, 1999; Hobson and Essex, 2001), managerial and non-managerial attitudes towards the environment and environmental compliance (Clarke and Fineman, 1995; Petts *et al.*, 1999; Smith *et al.*, 2000), barriers to action (Gerstenfeld and Roberts, 2000; Vernon, 2000) and benefits (Holt, 1998; Hillary, 2000). This scenario extends to a hospitality context. The review also revealed a prevalence of positivist research, suggestive of a limited attempt to explore the issue, though recent attempts have sought to redress this imbalance (Petts *et al.*, 1999; Tilley, 1999; Vernon *et al.*, 2003; Dewhurst and Thomas, 2003).

Consideration of the small firm literature identified the debate surrounding the definition of a small firm and the contributions of hospitality researchers on the matter (Morrison, 1998a; Thomas, 2000). A profile of small hospitality and tourism firms highlighted the strong degree of local ownership in the Scottish hotel, guesthouse and B&B sector (Lockyer and Morrison, 1999) and the rapid growth of budget hotels in recent years. Despite a limited academic interest, a growing body of literature has portrayed an almost uniform picture of small hospitality and tourism business owners, who emerge as being motivated largely by lifestyle goals (Dewhurst and Horobin, 1998; Getz and Carlsen, 2000; Thomas *et al.*, 2000).

The prevalence of a subsistence business orientation echoes research on small firms' decision-making, which pointed to satisficing as the predominant approach to decision-making (Greenbank, 2000). Research has also highlighted the unstructured, intuitive nature of decision-making in small firms, with decisions being taken on the basis of experience, rules of thumb and interaction with past and present environment (Ennis, 1999; Culkin and Smith, 2000), contrary to rational theory. Personal values also emerged as an important determinant, particularly in relation to ethical behaviour, where the absence of mediating factors such as corporate culture and norms, or the need to obey authority in owner-managed firms results in a closer fit between moral judgement and action (Thompson *et al.*, 1993; Quinn, 1997).

Having identified a need for research and framed the research domain, the study

proceeded with the investigation of the problem. The method developed within a constructivist paradigm, following an interpretive approach to explore the rationale and process behind the decision to adopt environmental management practices. This choice was justified in light of the nature of the research problem, which required understanding of the actor's perspective, gained in an inductive fashion, outwith the constraints of predetermined analytical categories, and within a flexible and emergent research design to foster exploration. The use of semi-structured, in-depth interviews reflected this need.

The sample was selected using purposive sampling and the GTBS list of accredited businesses as the sampling frame. Two selection criteria were established: independent ownership and serviced accommodation status. Initial data analysis followed a template approach to coding (Crabtree and Miller, 1992). Secondary analysis proceeded using a cognitive mapping approach based on Kelly's (1955) Personal Construct Theory and the use of Decision Explorer, a software package specifically designed for the analysis of cognitive maps. This choice was justified on the basis that it allows the modelling of ideas and the identification of causal links in relation to a particular issue or problem, and its representation in the form of cognitive maps. It was therefore particularly appropriate in the analysis of decision-making for identifying the key elements of the decision to go green.

Several findings emerged from the research. First, the rationale behind business owners' decision to adopt environmental management practices was explored. It was found that both economic and ethical motives had played a role in the decision to become environmentally involved. This led to the development of four motivational typologies based on the extent to which either or both motives had acted as the driving force. Accordingly, respondents were classified into Profit-motivated Greens, Practical Greens, Ethical Greens and the Holistic Green. Distinguishing traits were identified in each of the four typologies.

The process by which establishments became environmental involved was then examined. It emerged that the adoption of environmental management practices had taken place gradually and, in most cases, as a result of a growing environmental consciousness. A number of factors were found to have influenced, directly or

indirectly, the development of personal concern and awareness. Personal values and beliefs, age, upbringing, educational and vocational background, significant others, the media were among the influences acknowledged by respondents. As such, rather than a sudden deliberation, the decision to become environmentally involved had been a value-driven journey.

Exploration of the rationale for joining the scheme identified three main reasons: personal endorsement of the initiative, the prospect of commercial benefits and the knowledge that joining required little or no change to current practices. Significant was the fact that the majority of businesses had been environmentally active to various degrees for some time prior to joining. Thus, the decision to join had, on the whole, represented the next logical step.

With regards to the outcome of the decision, respondents acknowledged operational, financial, educational and psychological benefits. Only from a commercial point of view had businesses failed to benefit from participation in the scheme. In fact, the study revealed the existence of high levels of disappointment among participants regarding the lack of tangible marketing benefits, the lack of support and the perceived mismanagement of the initiative. On this basis recommendations for improvement were made.

Lastly, the study identified attitudinal, operational and financial barriers. Principally, it found that personal commitment, locus of control, time and effort acted as constraints on a personal level, while financial barriers and business priorities inhibited action on a business front. Perceived lack of demand for environmental quality and, crucially, the fear that the implementation of EM practices may impact on levels of customer satisfaction, were other major factors found to inhibit further involvement.

The trustworthiness of the findings was ensured by addressing the four issues of credibility, through: method triangulation, constant comparison, comprehensive data treatment and members' checks; of transferability, through: thick description and linkage to extant theory; of dependability, through: procedural transparency, transcription and analytical consistency; and finally of confirmability, through:

acknowledgement of the researcher's ontological stance and of reactivity biases, procedural transparency and reflexivity.

Nevertheless, the study has limitations. Firstly, it is acknowledged that as the research relied principally on the respondents' accounts, the data can only be taken at face value. Secondly, the findings are the product of 'interpretation' (or reconstruction of the respondents own construction of reality, at a given moment in time and under given circumstances). They have therefore been shaped by the researcher's own view of the world, despite conscious efforts to remain objective and acknowledge biases where these were identified. Thirdly, such findings are grounded in the uniqueness of the sample. In this respect, the study is bound by its research focus on small, independent, serviced accommodation establishments, operating within a Scottish context. Perhaps crucially, the study is bound by the perspective of those who informed the research. Their views in fact only portray one side of the equation, that of environmentally active businesses, operating within the remit of an accreditation scheme.

It follows that applicability of the findings outwith such parameters is limited and interpretation of the conclusions drawn from the research requires caution, whilst the size of the sample further prevents generalisability. Nonetheless, it is noted that the nature of the enquiry dictated the methodological approach followed, in this case restricting the choice of data collection methods to interviewing, hence the reliance on reported data, while issues of validity determined the sampling strategy. Thus, it is argued that, since the emphasis was on understanding and exploration, the adoption of an interpretivist stance is fully justified and the limitations identified above should be set against the contribution the study has made to the subject discipline in addressing a neglected area of hospitality research.

6.3 Contributions of the Study and Practical Implications

The purpose of this study was to provide an empirically based understanding of the process and rationale behind owners' decision to adopt environmental management practices in a hospitality context. It was argued that in order to encourage positive action, the reasons behind it and the process by which it occurs must be understood.

In gaining an in-depth understanding of why and how a sample of serviced accommodation establishments had adopted an environmental profile, how it had benefited them and what prevented their further involvement, the study has made a contribution to knowledge which, on a practical level, should assist in the formulation of strategies aimed at encouraging the wider adoption of environmental best practice in the industry. The contribution of the research has been manifold and is now examined in relation to the three key objectives of the study.

The first research objective was to examine the factors that contributed to the decision-making process resulting in the consideration of EM practices. With regards to going green, the study found that it largely reflected a personal lifestyle choice, that it occurred over a long period of time and had mirrored the personal greening of the owner-manager, gradually resulting in the greening of business practice. Several factors had influenced the process, principally environmental consciousness, the development of which had itself been influenced by personal, socio-cultural and situational factors. This finding is in keeping with behavioural research, which highlighted the relationship between pro-environmental attitudes and behaviour and the influence of personality and situational variables on intention to act (Hines *et al.*, 1987; Bohlen *et al.*, 1993; Gustin and Weaver, 1996). Locational factors were also identified as an important influence, supporting the association between a conservation ethic and a desire to protect the environment noted by Carlsen *et al.* (2001:282) in "amenity-seeking migrants".

Therefore, the research has contributed to explaining the dynamics of going green in small hospitality firms, an issue which remains noticeably under-explored. In line with the absence of strategic orientation and long-term decision-making often found in small firms (Storey, 1994), the adoption of EM practices had happened gradually, informally and in accordance with personal and business priorities. In essence, it had been a value-driven journey. Further, many of the measures implemented were simple, long established practices, often the product of inherited thriftiness. This reality is consistent with that documented by previous research, which revealed the low uptake of formal environmental management systems and the ad hoc implementation of practices in small hospitality establishments (Horobin and Long, 1996; Knowles *et al.*, 1999; Donovan and McElligott, 2000; Vernon *et al.*, 2003).

The implications for policy are that whilst the value-driven nature of the process and absence of a decision point limit the scope for intervention, the findings suggest that there may be value in making businesses aware that a programme of greening can start small and gradually expand to all areas of the business. As such, it need not involve a major capital outlay, nor a drastic change in practices. Thus, it was argued that efforts should seek to educate businesses on the type and range of measures that can be implemented, emphasising the fact that many may already be in place. A similar approach may prove successful in encouraging those businesses that are already 'green', though perhaps unconsciously, to take the next step and become environmentally accredited.

Lastly, in uncovering the dynamics of the process, the study has contributed to an appreciation of small business owners and their decision-making, adding to the limited body of research that has thus far focused on the issue. In particular, the study highlighted the emotional and intuitive nature of decision-making, a finding that is in line with recent developments in decision theory, which have contested the notion of rational decision-making (Mintzberg, 1990; Mellers *et al.*, 1998) and with studies on small firms (Ennis, 1999; Culkin and Smith, 2000). Further, the findings pointed to the role played by personal values, that altogether result in a high degree of congruence between the owner-manager's personal and business values. Similar conclusions were reached by Thompson *et al.* (1993) and Quinn (1997) in their research on small firms' ethics. Hence the study attests to the importance of considering the personal and contextual circumstances of individual business owners in order to understand their operations, a call also made by Greenbank (2000) in his investigation of training and decision-making in micro-businesses.

The second research objective was to investigate the reasons that prompted businesses to adopt EM practices and seek accreditation. With regards to the rationale for going green, both economic (cost reduction) and ethical motives (a desire to contribute, a sense of responsibility towards society and the environment) were identified. This finding is in accordance with behavioural research, which identified both intrinsic and extrinsic motivational factors as drivers of pro-environmental behaviour (De Young, 1986a; Ebreo and Vining, 1990; Stern and Dietz, 1994; Vining and Ebreo, 2001). Similarly, though scant, evidence from

research investigating environmental and/or ethical issues in the context of small firms (Danvers and Long, 1996; Palmer, 2000; Spence and Rutherfoord, 2001; Vernon *et al.*, 2003) supports the research findings that ethical motives can act in parallel with economic reasons. However, in contrast with theories of corporate greening which identify compliance as the baseline for environmental performance (Welford and Gouldson, 1993; Welford, 1994) the research found that legislative pressure was not a key driver of change, though admittedly, hospitality operations are relatively unaffected by environmental legislation.

The extent to which either or both motives were found to act as *the* driving force behind environmental involvement distinguished respondents into four motivational groups: Profit-motivated Greens (economic); Practical Greens (economic and ethical); Ethical Greens (ethical) and the Holistic Green (also ethical but to a greater extent). Further distinguishing traits were respondents' environmental ethic, level of concern and action, the value placed on action and individuals' personal construct of environmental alternatives. These characteristics were elaborated upon and presented into a table of indicators (Table 5.5, p. 217) to be read in conjunction with two models that positioned the four typologies in relation to level of concern and orientation (Figure 5.4, p.199), and motivation and value placed on action (Figure 5.6, p. 213). Clearly, though empirically grounded, further research is needed to establish the validity of the above typologies and models, and no claim was made otherwise.

It was suggested that Profit-motivated Greens, and in a less pronounced way Practical Greens, exhibited a shallow environmental ethic, intended as one that regards environmental improvements primarily as a means of increasing profitability, hence the emphasis on the economic value of action. In this respect, respondents belonging in these two groups were seen to endorse an anthropocentric value orientation. Conversely, Ethical Greens displayed a deeper (deep in the case of the Holistic Green) environmental ethic, intended as one that holds human beings, and therefore businesses, morally responsible for the preservation of the environment regardless of the economic outcome that ensues, hence the environmental value placed on action. Respondents in these latter groups were seen to endorse an eco-centric value orientation.

In investigating the issue the study has made a significant contribution towards developing an understanding of why small accommodation establishments may become environmentally involved. Whilst the fact that economic and ethical factors are driving forces behind environmental action is arguably nothing new, the research provided empirical evidence that this is indeed the case for a number of hospitality businesses. More significantly, it found that for some individuals the only motivating factor is cost reduction, for others ethics and for some others, a combination of the two.

It follows that whilst promotion strategies should continue to promote the financial benefits of environmental involvement, equal consideration should be given to appealing to the moral conscience of individual business owners. This approach may not only prove more successful in a small business' context, where the pursuit of lifestyle goals is often the dominant orientation, but also may strike a chord with business owners who personally subscribe to the eco-centric worldview. This line of argument should also ensure the long-term endorsement of environmental responsibility, even in situations where it comes at a cost.

In exploring the motivations behind environmental action, the study also discovered that those involved, irrespective of their business' small size, believed in the value of their contribution. In other words, they believed their efforts made a difference. In practical terms, this becomes an important message that educational strategies should seek to communicate to the small business sector, as well as making businesses aware of their detrimental impact on the environment, which many may simply discount by virtue of their small size. As noted by Stabler and Goodall (1997), Rutherfoord and Spence (1998) and Smith and Kemp (1998) businesses' low levels of awareness regarding their environmental footprint was a major barrier to change. Seemingly, this was not the case for the participants of this study, whose belief in the value of their contribution suggested acknowledgement of their impact on the environment.

As for the decision to join the GTBS, it had largely been influenced by the belief that the scheme was an initiative worthy of endorsement and, for the majority, by the knowledge that reaching accreditation involved only a limited change to current practices. The implications for the recruitment of members are that participation by

establishments with an existing environmental record may be relatively easy to secure provided the initiative is personally endorsed by the management. Participation by businesses without an environmental interest may, however, for these same reasons, be more difficult to encourage. The challenge lies in making accreditation to an environmental scheme an attractive opportunity, from both an operational and commercial point of view. The prospect of gaining commercial advantage through an environmental award had in fact been the other determining factor for joining the GTBS.

That is where an evaluation of the outcome of the decision to become environmentally involved and accredited becomes of value. This represented the third and final research objective. Owing to the present overlap of various accreditation schemes and the apparent lack of public awareness, it is questionable the effect these initiatives have had in terms of attracting trade. A lack of research on this aspect compounds the problem. This is another area where the research has made a significant contribution, while the collective feedback that was inadvertently gathered on the GTBS provided a first-hand account of its performance, albeit by an unrepresentative sample of its members. According to businesses in the sample, the scheme had made little commercial impact, contrary to initial expectations. Moreover, it had left many disgruntled about the lack of communication and support, but mostly, about the apparent lack of promotion of the scheme in the marketplace. In light of the criticism expressed by respondents, recommendations for improvement were therefore made.

Encouragingly however, on the whole, businesses expressed positive feelings regarding their environmental involvement, having benefited financially, operationally, and morally in terms of increased cost reduction, improved operational efficiency and personal satisfaction and peace of mind. These findings are in line with research in the accommodation sector (Hobson and Essex, 2001) and the generic business sector (Hillary, 1995, Holt, 1998; Smith and Kemp, 1998), as well as with behavioural environmental research (De Young, 1986a). On this basis, an important aspect of policy formulation becomes the development of educational messages aimed at raising awareness of the benefits that can be accrued. Further, it is argued that, although the validity and wider applicability of the typologies remains to

be tested, messages should place equal weight on the extrinsic and intrinsic payoffs of environmental involvement, so as to appeal to profit as well as ethically motivated individuals.

Lastly, a further contribution of the study has been to the understanding of the factors that inhibit action, or in the case of the businesses visited, further involvement. While this aspect has received considerable research attention, few studies actually investigated the perspective of environmentally active businesses, upon which this research focused. Thus, it was found that a lack of adequate infrastructure, particularly in terms of recycling facilities and services, combined with a lack of support and perceived disinterest from central and local government, were major constraints on action. This is consistent with evidence from Vernon *et al.* (2003) in-depth investigation of barriers to sustainability among tourism businesses. It follows that, if businesses are to engage in EM practices, the right operating conditions must be provided. Whilst significant progress has been made in recent years with regards to recycling facilities, it would appear that, especially in remote areas, considerably more needs to be done. This should happen in conjunction with the provision of support and guidance specifically tailored to the needs of small accommodation establishments and the ways in which they can contribute.

In particular, the study highlighted the need to combat the scepticism surrounding environmental products and practices, to the effect that proactive operators may successfully implement measures without fearing a negative reaction or cause dissatisfaction to guests. The perceived impact of environmental measures on levels of guest satisfaction emerged as a primary concern of participants of this and the Vernon study. The challenge therefore lies in educating both the public and operators so as to increase information levels and dispel misconception, and on the long-term, widen the acceptance of environmental alternatives. To occur, this process requires widespread consumer recognition of environmental indicators. In turn, this should contribute to raising demand for environmental quality in the accommodation sector, and turn going green into a more commercially attractive option.

To conclude, the study has made a contribution to knowledge in a number of areas,

principally by developing understanding of the rationale behind environmental involvement in accommodation establishments, the process by which it may occur, the benefits that can be derived and the factors inhibiting further action. In gaining this understanding, it has also provided a valuable insight into the motivations for joining an environmental accreditation scheme and, by reflection, into the many operational and marketing challenges facing organisers of such initiatives. On a practical level, it has identified areas for intervention, offered suggestions for improvement and provided directions for policy formulation. Clearly, it is not implied that action will follow. But, at least, if possible ways of approaching the issue are identified, if operating conditions are made more favourable and if those who have not yet acted are made aware of the benefits that can ensue, of their impact on the environment and the potential value of their contribution, the likelihood of positive action increases.

6.4 Areas for Further Research

The research has drawn attention to a number of areas that merit further investigation.

Firstly, whilst the findings are specific to small accommodation establishments that are part of the GTBS, it would be valuable to establish their relevance to other groups. Thus, a similar investigation may be carried out, for example, outwith a hospitality sector; on members of other accreditation schemes (e.g. Green Globe) and/or outside Scotland, or indeed the UK where greater levels of environmental consciousness have been noted, so as to allow cross-sectoral and national comparison.

In particular, it would be valuable to carry out further explorative research to investigate business owners' personal constructs of EM practices and their environmental ethic to assess the soundness of the typology indicators, thereby developing understanding of the reasons for action. Large-scale quantitative research may seek to subsequently test the validity of typology indicators and the representativeness of the typology groups, so as to provide a sounder basis for policy formulation.

Worthy research would also be an exploration of the environmental attitudes and values of hospitality and tourism small business owners, with focus on the factors that influence these. Whilst the study did address this latter dimension, it was not possible in the course of one interview to explore the issue in-depth without straying from the research focus. An in-depth investigation of influential factors would also deepen understanding of small business owners and their decision-making processes. Quantitative research, on the other hand, may seek to test the validity of the suggested correlation between concern level and motivation for action; and between concern level and level of action. Owing to the difficulty of measuring the latter, research may use award level as the benchmark for action as in this case, though alternative measures should also be considered. As for concern, it should be measured on a multi-dimensional scale as developed by Bohlen *et al.* (1993) to ensure greater validity.

Of value would also be the exploration of businesses' perspective on how to encourage the greening of industry, which would no doubt prove enlightening. Thus, research may seek to access the views of businesses that are both non- and environmentally accredited to gain a comparative insight. Further, it may seek to assess whether businesses with a prevalent profit orientation (like Profit-motivated Greens in this sample) are more prompted to act by extrinsic incentives or taxation, than businesses with a prevalent socio-ethical orientation whose acceptance of the 'polluter pays' principle may be greater and therefore less of a stimulus for action.

Likewise, to assess whether operators' fears are justified, research should investigate travellers' views of environmental alternatives and seek to establish their willingness to opt for green establishments and pay extra, as pioneered by Gustin and Weaver (1996). Finally, further research is needed to determine the value of environmental credentials, particularly to hospitality and tourism businesses. A useful aspect to address would also be the recruitment process and success rate of existing environmental certification schemes. Service providers, promoters of environmental schemes and policy makers may thus be in a better position to make decisions on how best to tackle the greening of industry.

References

Ackermann, F. Eden, C. and Cropper, S. (1992) 'Getting started with cognitive mapping', paper published as a tutorial paper at the *7th Young Organizational Research Conference*, University of Warwick, 13th-15th April 1992, pp.65-82

Ackermann, F., Eden, C. and Cropper, S. (1990) 'Cognitive mapping: a users' guide, *Working Paper*, 90/2, University of Strathclyde, Department of Management Science, Glasgow, UK

Adam, B. (1998) cited in Christie, I. and Jarvis, L. (2001) 'How green are our values?' In Park, A., Curtice, J., Thomson, K., Jarvis, L. and Bromley, C. (Eds.) *British social attitudes: The 18th Report*, London: Sage, pp.131-52

Ajzen, I. (1985) cited in East, R. (1997) *Consumer behavior: Advances and applications in marketing*, Hemel Hempstead: Prentice Hall

Ajzen, I. (1991) 'The theory of planned behaviour', *Organizational behaviour and the human decision process*, 50, pp.179-211

Ajzen, I. and Fishbein, M. (1980) cited in Tanner, C. (1999) 'Constraints on environmental behaviour', *Journal of Environmental Psychology*, 19/2, pp.145-57

Alasuutari, P. (1995) *Researching culture: Qualitative method and cultural studies*, London: Sage

Almanza, B. and Ghiselli, R. (1997) 'Environmentalism and the hospitality industry', In Teare, R., Canziani, B. and Brown, G. (Eds.) *Global directions*, London: Cassell

Andrew, R., Baum, T. and Morrison, A. (2001), "The lifestyle economics of small tourism businesses", *Journal of Travel and Tourism Research*, 1, pp.16-25

Anglada, M. (2000) 'Small and medium-sized enterprises' perceptions of the environment', In Hillary, R. (Ed.) *Small and medium-sized enterprises and the environment*, Sheffield: Greenleaf Publishing, pp.62-74

Ansoff, H. (1969) *Business strategy*, Harmondsworth:Penguin

Ateljevic, I. and Doorne, S. (2000) 'Staying within the fence: lifestyle entrepreneurship in tourism', *Journal of Sustainable Tourism*, 8/5, pp.378-92

Auer, J. (1994) 'Everyday linen savings', *Lodging*, 19/6, p.66

Axelrod, L. and Lehman, D. (1993) 'Responding to environmental concerns: what factors guide individual action?', *Journal of Environmental Psychology*, 13, pp.149-59

Ball, S. (1996) 'Whither the small take-away independent take-away?', *International Journal of Contemporary Hospitality Management*, 8/5, pp.25-29

Bamberg, S., Bien, W. and Schmidt, P. (1995) cited in Tanner, C. (1999) 'Constraints on environmental behaviour', *Journal of Environmental Psychology*, 19/2, pp.145-57

Baylis, R., Connell, L. and Flynn, A. (1998) 'Sector variation and ecological modernization; towards an analysis at the level of the firm', *Business Strategy and the Environment*, 7, pp.150-61

Benton, T. and Redclift, M. (Eds.) (1994) *Social theory and the global environment*, London: Routledge

Bergström, S. and Gummesson, E. (1996) 'Green service quality and its indicators: lessons from a restaurant application', In Olsen, M., Teare, R. and Gummesson, E. (Eds.) *Service quality in hospitality organisations*, London: Cassell

Berry, S. and Ladkin, A. (1997) 'Sustainable tourism: a regional perspective', *Tourism Management*, 18/7, pp.433-40

Bhargava, S. and Welford, R. (1996) 'Corporate strategy and the environment: the theory', In Welford, R. (Ed.) *Corporate environmental management: Systems and strategy*, London: Earthscan, pp.13-32

Blaxter, L., Hughes, C. and Tight, M. (2001) *How to research*, 2nd Ed., Buckingham: Open University Press

Bloor, M. (1997) 'Techniques of validation in qualitative research: a critical commentary' In Miller, G. and Dingwall, R. (Eds.) *Context and method in qualitative research*, London: Sage, pp.37-50

Boer, A., Thomas, R. and Webster, M. (1997) *Small business management: a resource-based approach for the hospitality and tourism industries*, London: Cassell

Bohlen, G., Schlegelmilch, B. and Diamantopoulos, A. (1993) 'Measuring ecological concern: a multi-construct perspective', *Journal of Marketing Management*, 9/4, pp.415-30

Bolton, J. (1971) *Report of the committee of inquiry of small firms*, London: HMSO

Bowman, J. (1975) cited in McCormick, J. (1995) 'Rio and beyond' In McDonagh, P. and Prothero, A. (Eds.) (1997) *Green management: A reader*, London: The Dryden Press, pp.112-22

Brand, K. (1997) 'Environmental consciousness and behaviour: the greening of lifestyles', In Redclift, M. and Woodgate, G. (Eds.) *The international handbook of environmental sociology*, Cheltenham: Edward Elgar Publishing, pp.204-17

British Chamber of Commerce (BCC) (1994) *Small firms survey: Environment*, Issue No. 7, London: British Chambers of Commerce

British Chamber of Commerce (BCC) (1996) *Small firms survey: Energy efficiency*, Issue No. 20, London: British Chambers of Commerce

Brockhaus, R. (1982) cited in Chell, E., Haworth, J. and Brearley, S. (1991) *The entrepreneurial personality: concepts, cases and categories*, London: Routledge

Brophy, M. (1996) 'Environmental policies', In Welford, R. (Ed.) *Corporate environmental management: systems and strategy*, London: Earthscan, pp.92-103

Brown, M. (1995) 'Environmental auditing and the hotel industry: an accountant's perspective', In Seaton, A. (Ed.) *Tourism: The state of the art*, Chichester: John Wiley, pp.675-81

Brown, M. (1996) 'Environmental policy in the hotel sector: "Green" strategy or stratagem?', *International Journal of Contemporary Hospitality Management*, 8/3, pp.18-23

Bruns, R. (1993) 'The environmental front-line', *Lodging*, 19/3, pp.79-84

Buick, I., Halcro, K. and Lynch, P. (2000) 'Death of the lifestyle entrepreneur. A study of Scottish hotel proprietors', *Praxis*, Fall 1999/Winter 2000, pp.1-11

Burke, T. cited in McDonagh, P. and Prothero, A. (1997) 'Introduction to Part II', In McDonagh, P. and Prothero, A. (Eds.) *Green management: A reader*, London: The Dryden Press, pp.89-92

Burrell, G. and Morgan, G. (1979) *Sociological paradigms and organizational analysis: elements of the sociology of corporate life*, London: Heinemann Educational

Butler, R. (1998) 'Sustainable tourism-looking backwards in order to progress', In Hall, M. and Lew, A. (Eds.) *Sustainable tourism: A geographical perspective*, Harlow: Longman, Ch. 3, pp.25-34

Butler, R. (1999) 'Sustainable tourism: a state-of-the-art review', *Tourism Geographies*, 1/1, pp.7-25

Caldwell, L. (1991) 'Globalising environmentalism: threshold of a new phase in international relations' In McDonagh, P. and Prothero, A. (Eds.) *Green management: A reader*, London: The Dryden Press, pp.40-54

Canfield, J. and Hansen, M. (2000) 'One at a time' In Canfield, J. and Hansen, M. (Eds.) *Chicken soup for the soul: stories that restore your faith in human nature*, London: Vermilion

Carlsen, J., Getz, D. and Ali-Knight, J. (2001) 'The environmental attitudes and practices of family businesses in the rural tourism and hospitality sectors', *Journal of Sustainable Tourism*, 9/4, pp.281-97

Carson, D., Cromie, S., McGowan, P. and Hill, J. (1995) *Marketing and entrepreneurship in smes: An innovative approach*, London: Prentice-Hall

Carter, S. (1999) 'Anatomy of a qualitative management PhD- Part one and two', *Management Research News*, 22/11, pp.9-22 (P I), pp.1-18 (P II)

Charlesworth, K. (1998) *A green and pleasant land? A survey of managers' attitudes to, and experiences of, environmental management*, London: The Institute of Management

Chell, E., Haworth, J. and Brearley, S. (1991) *The entrepreneurial personality: Concepts, cases and categories*, London: Routledge

Christie, I. and Jarvis, L. (2001) 'How green are our values?' in Park, A., Curtice, J., Thomson, K., Jarvis, L. and Bromley, C. (Eds.) *British social attitudes: The 18th Report*, London: Sage, pp.131-52

Clarke, K. and Fineman, S. (1995) 'Greening managers: the stakeholder influence', Proceedings of the *Business Strategy and the Environment Conference*, Leeds, pp.43-48

Commission of the European Communities (1992) *Towards Sustainability*, COM (92) 23, Brussels, 27 March, Vol. II, pp.57-61

Cooke, S. and Slack, N. (1984) *Making management decisions*, London: Prentice Hall International

Corrado, M. and Ross, M. (1990) "Environmental issues in the 90's: Green issues in Britain and the value of green research data", *Esomar Congress*, Monte Carlo, September, pp.347-69

Cossette, P. (2002) 'Analysing the thinking of F.W. Taylor using cognitive maps', *Management Decision*, 40/2, pp.168-182

Costa, J. and Teare, R. (2000) 'Developing an environmental scanning process in the hotel sector', *International Journal of Contemporary Hospitality Management*, 12/2, pp.156-69

Crabtree, B. and Miller, W. (1992) 'A template approach to text analysis: developing and using codebooks', In Crabtree, B. and Miller, W. (Eds.) *Doing qualitative research*, Newbury Park, CA: Sage, pp.93-107

Creswell, J. (1994) *Research design: qualitative and quantitative approaches*, Thousand Oaks, CA: Sage

Crotty, M. (1998) *The foundations of social research: Meaning and perspective in the research process*, London: Sage

Culkin, N. and Smith, D. (2000) 'An emotional business: a guide to understanding the motivations of small business decision takers', *Qualitative Market Research*, 8/3, pp.145-157

Curran, J, Blackburn, R. and Woods, A. (1991) 'Profile of the small enterprise in the service sector', paper presented at the University of Warwick, 18 April

Dalton, R. and Rohrschneider, R. (1998) 'The greening of Europe' In Jowell, R., Curtice, J., Park, A., Brook, L. Thomson, K. and Bryson, C. (Eds.) *British -and European- social attitudes: How Britain differs: The 15th Report*, Aldershot: Ashgate

Danvers, H. and Long, J. (1996) 'All in the mind? The attitudes of small tourism businesses to sustainability', paper presented at the *International Association of Hotel Management Schools Spring Symposium*, 28 February-10 March, pp.177-85

Deci, E.L. and Porac, J. (1978) cited in De Young, R. (1986a) 'Encouraging environmentally appropriate behavior: the role of intrinsic motivation', *Journal of Environmental Systems*, 15/4, pp. 281-292

De Young, R. (1986a) 'Encouraging environmentally appropriate behavior: the role of intrinsic motivation', *Journal of Environmental Systems*, 15/4, pp.281-92

De Young, R. (1986b) 'Some psychological aspects of recycling: the structure of conservation satisfaction', *Environment and Behavior*, 18/4, pp.435-49

Denzin, N. (1970) cited in Patton, M.Q. (1990) *Qualitative research and evaluation methods*, 2nd Ed., Newbury Park, CA: Sage

Denzin, N. (1988) cited in Seale, C. (1999) *The quality of qualitative research*, London: Sage

Denzin, N. (1989) *Interpretive interactionism*, Newbury Park, CA: Sage

Department of Trade and Industry (DTI) (2002) *Small and medium enterprises (SME) statistics for the UK 2001* [Online] Available at http://www.sbs.gov.uk/press/news119.php (accessed 9 August 2003)

Devons, E. and Gluckman, M. (1982) 'Procedures for demarcating a field of study' In Burgess, R. (Ed.) *Field research: A source book and field manual*, London: Allen & Unwin, pp.19-22

Dewhurst, P. and Horobin, H. (1997) 'The owners of small tourism and hospitality firms: a proposed classification', paper presented at the *EuroCHRIE Conference*, Sheffield, pp.277-82

Dewhurst, P. and Horobin, H. (1998) 'Small business owners', in Thomas, R. (Ed.) (1998) *The management of small tourism and hospitality firms*, London: Cassell

Dewhurst, P. and Thomas, R. (2003) 'Encouraging sustainable business practices in a non-regulatory environment: A case study of small tourism firms in a UK National Park', *Journal of Sustainable Tourism,* 11/5, pp. 383-403

Dobson, A. (1995) *Green political thought*, 2nd Ed., London: Harper Collins Academic

Donovan, T. and McElligott, B. (2000) 'Environmental management in the Irish hotel sector- policy and practice', In Robinson, M., Swarbrooke, J., Evans, N., Long, P. and Sharpley, R. (Eds.) *Environmental management and pathways to sustainable tourism*, Sunderland: The Centre for Travel and Tourism and Business Education, pp.55-79

Douglas, A. (2000) *The development of a conceptual model for quality initiative selection in Scottish local government services*, Ph.D. Thesis, Edinburgh: Queen Margaret University College

Douglas, J. (1976) cited in Miles, M. and Huberman, A. (1994) *Qualitative data analysis: An expanded sourcebook*, 2nd Ed., Thousand Oaks, CA: Sage

Earth Summit II (1997) Programme for the Further Implementation of Agenda 21, Outcome of the General Assembly Special Session to Review Progress on Implementation of Agenda 21, New York, Ch. 3b, Issue 67 [Online] Available at http://www.earthsummit2002.org/toolkits/women/un-doku/un-conf/ES2chap3b.htm (accessed 20 February 2004)

East of England Tourism Board (2003) *Travelling elsewhere?* [Online] Available at http://www.eastofenglandtouristboard.com/gogreen/elsewhere.html (accessed 29 June 2003)

East, R. (1997) *Consumer behaviour: Advances and applications in marketing*, Hemel Hempstead: Prentice Hall

Easterby-Smith, M., Thorpe, R. and Lowe, A., (2002) *Management research: An introduction*, 2nd Ed., London: Sage

Ebreo, A. and Vining, J. (2001) 'How similar are recycling and waste reduction? Future orientations and reasons for reducing waste as predictors of self-reported behaviour', *Environment and Behavior*, 33/3, pp.424-48

Ebreo, A., Hershey, J. and Vining, J. (1999) 'Reducing solid waste. Linking recycling to environmentally responsible consumerism', *Environment and Behavior*, 31, pp.107-35

Eden, C., Jones, S. and Sims, D. (1983) *Messing about in problems*, Oxford: Pergamon

Eden, S. (1996) *Environmental issues and business: implications of a changing agenda*, Chichester: John Wiley

Edwards, J. (2000) 'Small hotels and their environmental adaptation: is being small really being eco? The case of Nassau, Paradise Island, Bahamas', proceedings of the *Annual 9th CHME Hospitality Research Conference*, University of Huddesfield, 26-27 April, pp.303-18

Emerson, R. (1981) 'Observational field work', *Annual Review of Sociology*, 7, pp.351-78

Ennis, S. (1999) 'Growth and the small firm: using causal mapping to assess the decision-making process- a case study', *Qualitative Market Research*, 2/2, pp.147-60

Epstein, M. and Roy, M. (1998) 'Managing corporate environmental performance: a multinational perspective', *European Management Journal*, 16/3, pp.284-96

ETC (English Tourist Council) (2002) cited in *Press Release- Four in five tourists want to go green*, 15 November [Online] Available at http://www.somewhere-special.co.uk/green/greentourists.htm (accessed 29 June 2003)

Etzioni, A. (1967) cited in Tarter, J.C. and Hoy, W.K. (1998) 'Toward a contingency theory of decision making', *Journal of Educational Administration*, 36/3, pp.212-28

Feiertag, H. (1994) 'Boost sales with environment-driven strategy', *Hotel and Motel Management*, 208/7, p.8

Fineman, S. and Clarke, K. (1996) 'Green stakeholders: industry interpretations and response', *Journal of Management Studies*, 33/6, pp.715-30

Fisher, K. (2003) 'Green Hotels', *Leisure Management*, March, pp.34-35

Flick, U. (1998) *An introduction to qualitative research*, London: Sage

Font, X. and Tribe, J. (2001) 'Promoting Green Tourism: the future of environmental awards', *International Journal of Tourism Research*, 3/9, pp.9-21

Friedman, M. (1970) 'The social responsibility of business is to increase its profits', In Chryssides, G. and Kaler, J. (1993) *An introduction to business ethics*, London: Chapman & Hall, pp.249-54

Garlauskas, A. (1975) Conceptual framework of environmental management, *Journal of Environmental Management*, 3/3, 185-203

Geertz, C. (1973) *The interpretation of cultures*, New York: Basic Books

Gerrans, P. and Hutchinson, B. (2000) 'Sustainable development and small to medium-sized enterprises: a long way to go', In Hillary, R. (Ed.) *Small and medium-sized enterprises and the environment*, Sheffield: Greenleaf Publishing, pp.75-81

Gerstenfeld, A. and Roberts, H. (2000) 'Size matters: barriers and prospect for environmental management in small and medium-sized enterprises', In Hillary, R. (Ed.) *Small and medium-sized enterprises and the environment*, Sheffield: Greenleaf Publishing, pp.106-18

Getz, D. (1994) 'Residents' attitudes towards tourism: a longitudinal study in Spey Valley, Scotland', *Tourism Management*, 15/4, pp.247-57

Getz, D. and Carlsen, J. (2000) 'Characteristics and goals of family and owner-operated businesses in the rural tourism and hospitality sectors', *Tourism Management*, 21, pp.547-60

Glancey, K. and Pettigrew, M. (1997) 'Entrepreneurship in the small hotel sector', *International Journal of Contemporary Hospitality Management*, 9/1, pp.21-24

Goodall, B. (1995) 'Environmental auditing: a tool for assessing the environmental

performance of tourism firms', *Geographical Journal*, 161/1, pp.29-37

Gore, C., Murray, K. and Richardson, B. (1992) *Strategic decision making*, London: Cassell

Green Business UK (2003) *The Green Tourism Business Scheme* [Online] Available at http://www.green-business.co.uk/AboutUs.asp (accessed 30 April 2003)

Green Business UK Ltd (2003) Loan Action Scotland/Going-green 5[2].pdf'/Newsletter Archive/March 2003/*Green Tourism Business Scheme- News File* [Online] Available at http://www.greentourism.org.uk/GTBSArchive.html (accessed 5 April 2003)

Green Globe 21 (2003) *Green Globe: the Certified Status* [Online] Available at http://www.greenglobe21.com/main/certified.htm (accessed 20 February 2003)

Greenbank, P. (2000) 'Training micro-business owner-manager: a challenge to current approaches', *Journal of European Industrial Training*, 24/7, pp.403-11

Greeno, J. (1991) cited in Hass, J. (1996) 'Environmental ('Green') management typologies: an evaluation, operationalisation and empirical development', *Business Strategy and the Environment*, 5, pp.59-68

Green Tourism Business Scheme (GTBS) (1999) *Guidance notes for green tourism business scheme awards*, 2nd Ed., Inverness: Scottish Tourist Board

Griffin, T. and DeLacey, T. (2002) 'Green Globe: sustainability accreditation for tourism', In Harris, R., Griffin, T. and Williams, P. (Eds.) *Sustainable tourism: a global perspective*', Oxford: Butterworth-Heinemann, pp.58-88

Grob, A. (1995) 'A structural model of environmental attitudes and behavior', *Journal of Environmental Psychology*, 15/3, pp.209-20

Guba, E. (1990) 'The alternative paradigm dialog' In Guba, E. (Ed.) *The paradigm dialog*, Newbury Park, CA: Sage, pp.17-30

Guba, E. and Lincoln, Y. (1981) *Effective evaluation*, San Francisco, CA: Jossey-Bass Inc.

Guba, E. and Lincoln, Y. (1994) 'Competing paradigms in qualitative research' In Denzin, N. and Lincoln, Y. (Eds.) *Handbook of qualitative research*, Thousand Oaks, CA: Sage, pp.105-17

Gustin, M. and Weaver, P. (1996) 'Are hotels prepared for the environmental consumer?' *Hospitality Research Journal*, 20/2, pp.1-14

Hackett, P. (1993) 'Consumer's environmental concern values: understanding the structure of contemporary green world's views', *European Advances in Consumer Research*, 1, pp.416-27

Hankinson, A. (1989) 'Small hotels in Britain: investment and survival', *The Cornell Hotels and Restaurants Administration Quarterly*, 30/3, pp.80-82

Harris, L. and Watkins, P. (1998) 'The impediments to developing a market orientation: an exploratory study of small UK hotels', *International Journal of Contemporary Hospitality Management*, 10/6, pp.221-26

Harris, R., Griffin, T. and Williams, P. (Eds.) (2002) *Sustainable tourism: A global perspective*', Oxford: Butterworth-Heinemann, 58-88

Harrison, E. (1996) 'A process perspective on strategic decision making', *Management Decision*, 34/1, pp.46-53

Hass, J. (1996) 'Environmental ('Green') management typologies: an evaluation, operalisation and empirical development', *Business Strategy and the Environment*, 5, pp.59-68

Hawkins, R. (1998) cited in Elkington, J. (1996) Business brief: 'Waking up to the environment', *Green Hotelier*, 3, pp.10-1

Healey, M. and Rawlinson, M. (1993) 'Interviewing business owners and managers: a review of methods and techniques', *Geoforum*, 24/3, pp.339-55

Herremans, I. and Welsh, C. (1999) 'Developing and implementing a company's ecotourism mission statement' *Journal of Sustainable Tourism*, 7/1, pp.48-76

Hillary, R. (1995) *Small firms and the environment: A groundwork status report*, Birmingham

Hillary, R. (Ed.) (2000) *Small and medium-sized enterprises and the environment*, Sheffield: Greenleaf Publishing

Hines, J., Hungerford, H. and Tomera, A. (1987) 'Analysis and synthesis of research on responsible environmental behavior: a meta-analysis', *Journal of Environmental Education*, 18/2, pp.1-8

Hines, T. (2000) 'An evaluation of two qualitative methods (focus group interviews and cognitive maps) for conducting research into entrepreneurial decision making, *Qualitative Market Research*, 3/1, pp.7-16

Hobson, K. and Essex, S. (2001) 'Sustainable tourism: a view form accommodation businesses', *The Service Industries Journal*, 21/4, pp.133-46

Hoffman, A. (1993) 'The importance of fit between individual values and organisational culture in the greening of industry', *Business Strategy and the Environment*, 2/4, pp.10-18

Hoffman, W. (1991) 'Business and environmental ethics', In Malachowski, A. (Ed.) *Business ethics: Critical perspectives on business and management*, London: Routledge, 3, pp.270-83

Holden, A. (2000) *Environment and tourism*, London: Routledge

Holliday, R. (1990) *Investigating small firms: Nice work?*, London: Routledge

Holt, D. (1998) 'The perceived benefits of an environmental management standard', *Business Process Management Journal*, 4/3, pp.204-13

Hopper, J. and Nielson, J. (1991) 'Recycling as altruistic behavior. Normative and behavior strategies to expand participation in a community recycling program', *Environment and Behavior*, 23, pp.195-220

Hornaday, R. (1990) 'Dropping the E-word from small business research', *Journal of Small Business Research*, 28/4, pp.22-33

Horobin, H. and Long, J. (1996) 'Sustainable tourism: the role of the small firm', *International Journal of Contemporary Hospitality Management*, 8/5, pp.15-19

Hotel and Catering International Management Association (HCIMA) (2003) 'HCIMA

News', *Hospitality*, March, p.4Huff, A. (Ed.) (1990) *Mapping strategic thought*, Chichester: Wiley

Hutchinson, (1994) cited in Larsen, B., Klemmensen, B., Jespersen, P. and Kerndrup, S. (1996) 'SME's networking on implementation of environmental management systems- some Danish experiences', proceedings of the *Eco-Management Conference*, Leeds, pp.66-9

Ingram, H. (1996) 'Classification and grading of small hotels, guest houses and bed and breakfast accommodation', *International Journal of Contemporary Hospitality Management*, 8/5, pp.30-34

International Hotels Environmental Initiative (IHEI) (1996) *International Hotels Environmental Initiative*, 2nd Ed., Oxford: Butterworth-Heinemann

Iwanowski, K. and Rushmore, C. (1994) 'Introducing The Eco-Friendly Hotel', *The Cornell Hotel and Restaurant Administration Quarterly*, 35/1, pp.34-38

Jancowicz, A. (2000) *Business research projects*, 3rd Ed., London: Business Press Thomson Learning

Janis, I. and Mann, L. (1977) *Decision making: A psychological analysis of conflict, choice, and commitment*, New York: The Free Press

Jankowicz, D. (2001) 'Why does subjectivity makes us nervous? Making the tacit explicit', *Journal of Intellectual Capital*, 2/1, pp.61-73

Johnson, G. and Scholes, K. (1993) *Exploring corporate strategy*, 3rd Ed., London: Prentice Hall

Kahn, R. and Cannell, C. (1957) cited in Marshall, C. and Rossman, G. (1999) *Designing qualitative research*, 3rd Ed., London: Sage

Kahneman, D., Slovic, P. and Twersky, A. (1982) *Judgment under uncertainty*, London: Cambridge University Press

Kalafatis, S., Pollard, M., East, R. and Tsogas, M. (1999) 'Green marketing and Ajzen's theory of planned behaviour: a cross-market examination', *Journal of Consumer Marketing*, 16/5, pp.441-60

Kelly, G. (1955) *The psychology of personal constructs*, Vol. 1-2, London: Routledge

Kelly, G. (1969a) cited in Lincoln, Y. and Guba, E. (1985) *Naturalistic inquiry*, Beverly Hills, CA: Sage

Kilbourne, W. (1995) 'Green advertising: salvation or oxymoron?', In McDonagh, P. and Prothero, A. (Eds.) (1997) *Green management: A reader*, London: The Dryden Press, pp.484-502

King, N. (1998) 'Template analysis' In Cassell, C. and Simon, G. (Eds.) (1998) *Qualitative methods and analysis in organizational research: A practical guide*, London: Sage, pp.118-34

Kirk, D. (1995) *Attitudes to environmental management held by a group of hotel managers in Edinburgh*, Edinburgh: Queen Margaret College

Kirk, D. (1996) *Environmental management for hotels*, Oxford: Butterworth-Heineman

Kirk, D. (1999) 'Survey on environmental management practices and attitudes in Scotland

and Northern England', *Unpublished Survey Results*, Edinburgh: Queen Margaret University College

Kirk, D., Douglas, A., Brennan, C. and Ingram, A. (2002) 'Combining cognitive maps and soft system methodology to analyse qualitative data', paper presented at the *2nd International Conference on Systems Thinking in Management*, University of Salford, 3-5 April, pp.32-37

Knowles, T., Macmillan, S., Palmer, J., Grabowski, P. and Hashimoto, A. (1999) 'The development of environmental initiatives in tourism: responses from the London hotel sector', *International Journal of Tourism Research*, 1, pp.255-65

Kvale, S. (1996) *Interviews: an introduction to qualitative research interviewing*, London: Sage

Liedtka, J. (1992) 'Exploring ethical issues using personal interviews', *Business Ethics Quarterly*, 2/2, pp.161-81

Lincoln, Y. and Guba, E. (1985) *Naturalistic inquiry*, Beverly Hills, CA: Sage

Lockyer, C. and Morrison, A. (1999) *Scottish tourism market: structure, characteristics and performance,* Glasgow: The Scottish Tourism Research Unit & Fraser of Allander Institute

Lowe, A. (1988) 'Small hotel survival- an inductive approach', *International Journal of Hospitality Management*, 7/3, pp.197-223

Lynch, P. (1998) 'Female micro-entrepreneurs in the host family sector: key motivations and socio-economic variables', *International Journal of Hospitality Management*, 17, pp.319-42

Lynn Jones Research (2000) *Accommodation trends: full report* [Online] Available at http://www.scotexchange.net/KnowYourMarket/accomtrend.asp (accessed 11 August 2003)

Marshall, C. and Rossman, G. (1999) *Designing qualitative research*, London: Sage

Martin, A. (1997) 'Tourism, the Environment and Consumers', paper presented at the *Environment Matters Conference*, Glasgow, April

Maslow, A. (1970) *Motivation and personality,* 3rd Ed., New York: Harper and Row

Maxwell, J. (1996) *Qualitative research design: An interactive approach,* Thousands Oaks, CA: Sage

McCloskey, J. and Maddock, S. (1994) 'Environmental management: its role in corporate strategy', *Management Decision*, 32/1, pp.27-32

McCool, S. and Moisey, N. (Eds.) (2001) *Tourism, recreation and sustainability*, Oxon: CABI

McDonagh, P. and Prothero, A. (Eds.) (1997) *Green management: A reader*, London: The Dryden Press

McGrew, A. and Wilson, M. (Eds.) (1982) *Decision making: approaches and analysis*, Manchester: Manchester University Press

Mellers, B., Schwartz, A. and Cooke, D. (1998) 'Judgment and decision making' *Annual Review of Psychology*, 49, pp.447-77

Merriam, S. (1988) cited in Maxwell, J.A. (1996) *Qualitative research design: An interactive*

approach, Thousands Oaks, CA: Sage

Middleton, V. and Hawkins, R. (1993) 'Practical environmental policies in travel and tourism- Part one: the hotel sector', *The Economist Intelligence Unit Travel and Tourism Analyst*, 6, pp.63-76

Middleton, V. and Hawkins, R. (1998) *Sustainable tourism: A marketing perspective*, Oxford: Butterworth-Heinemann

Miles, M. and Huberman, A. (1984) *Qualitative data analysis*, London: Sage

Miles, M. and Huberman, A. (1994a) *Qualitative data analysis: An expanded sourcebook*, 2nd Ed., Thousand Oaks, CA: Sage

Miles, M. and Huberman, A. (1994b) 'Data management and analysis methods' In Denzin, N. and Lincoln, Y. (Eds.) (1994) *Handbook of qualitative research*, Thousand Oaks, CA: Sage, pp.428-44

Millar, C. (1994) 'Motivation to participate in the Eco-Management and Audit Scheme', *Eco-Management and Auditing*, 1/4, 9-12

Miller, J. and Szekely, F. (1995) 'What is "green"?', *European Management Journal*, 13/3, pp.322-33

Mintzberg, H. (1990) 'The design school: reconsidering the basic premises of strategic management', *Strategic Management Journal*, 11/3, pp.171-95

Mintzberg, H. Rasinghani, D. and Thearet, A. (1976) 'The structure on unstructured decision processes', *Administrative Science Quarterly*, 21, pp.246-75

Market Research Opinion International (MORI) (2002) *Consuming passions* [Online] Available at http://www.mori.com/pubinfo/rmw-profile021027.shtml (accessed 19 August 2003)

Morrison, A. (1998a) 'Small firms statistics: a hotel sector focus', *The Service Industries Journal*, 18/1, 132-42

Morrison, A. (1998b) 'Small firms co-operative marketing in a peripheral tourism region', *International Journal of Contemporary Hospitality Management*, 10/5, pp.191-97

Morrison, A. (2000) *How do owner/managers in small tourism firms learn?*, Report commissioned by Scottish Enterprise, the Scottish Tourism Research Unit, University of Strathclyde, Glasgow, pp.1-32

Mowforth, M. and Munt, I. (1998) cited in Holden, A. (2000) *Environment and tourism*, London: Routledge

Naess, A. (1973) cited in Pepper, D. (1996) *Modern environmentalism: An introduction*, London: Routledge

Nordlund, A. and Garvill, J. (2002) 'Value structures behind pro-environmental behavior', *Environment and Behavior*, 34/6, pp.740-56

O'Laoire, D. and Welford, R. (1996) 'The EMS in the SME', In Welford, R. (Ed.) *Corporate environmental management: systems and strategy*, London: Earthscan, pp.201-11

O'Riordan, T. (1981) *Environmentalism*, 2nd Ed., London: Pion Limited

Palmer, J. (2000) 'Helping small and medium-sized enterprises improve environmental management: lessons from proactive small and micro firms', In Hillary, R. (Ed.), *Small and medium-sized enterprises and the environment*, Sheffield: Greenleaf Publishing, pp.325-42

Patton, M. (1990) *Qualitative research and evaluation methods*, 2nd Ed., Newbury Park, CA: Sage

Paul, C. (1996) Environmental purchasing requires green partners', proceedings of the *Business Strategy and The Environment Conference*, Leeds, pp.165-70

Payne, J., Bettman, J. and Johnson, E. (1992) 'Behavioural decision research: a constructive processing perspective', *Annual Review of Psychology*, 43, 87-131

Payne, J., Bettman, J. and Johnson, E. (1993) *The adaptive decision maker*, Cambridge: Cambridge University Press

Peattie, K. (1992) *Green marketing*, London: Pitman

Pepper, D. (1996) *Modern environmentalism: An introduction*, London: Routledge

Pettit, L. (1992) 'Going green costs money', *Caterer and Hotelkeeper*, 3 December, p.10

Petts, J. (2000) 'Small and medium-sized enterprises and environmental compliance: attitudes among management and non-management' In Hillary, R. (Ed.) *Small and medium-sized enterprises and the environment*, Sheffield: Greenleaf Publishing, pp.49-60

Petts, J., Herd, A., Gerrard, S. and Horne, C. (1999) 'The climate and culture of environmental compliance within SMEs', *Business Strategy and the Environment*, 8, pp.14-30

Poortinga, W., Steg, L. and Vlek, C. (2002) 'Environmental risk concern and preferences for energy saving measures', *Environment and Behavior*, 34/4, pp.455-78

Pope, M. (1982) 'Personal construction of formal knowledge', *Interchange*, 13, pp.3-14

Porritt, J. and Winner, D. (1988) *The coming of the greens*, London: Fontana Paperbacks

Porter, M. and Van der Linde, C. (1995) 'Green and competitive: ending the stalemate', *Harvard Business Review*, 73/5, pp.120-34

Punch, M. (1998) *Introduction to social research: Quantitative and qualitative approaches*, London: Sage

Quinn, J. (1997) 'Personal ethics and business ethics: the ethical attitude of owner/managers of small businesses', *Journal of Business Ethics*, 16, pp.119-27

Report of the United Nations Conference on Environment and Development (1993) *United Nations Conference on Environment and Development*, Rio de Janeiro, Brazil, 3-14 June 1992, New York: United Nations, pp.1-486 (Vol. I), pp. 1-72 (Vol. II), pp. 1-254 (Vol. III)

Roome, N. (1992) 'Developing environmental management strategies', *Business Strategy and the Environment*, 1/1, pp.11-24

Rotter, J. (1966) cited in Chell, E., Haworth, J. and Brearley, S. (1991) *The entrepreneurial personality: concepts, cases and categories*, London: Routledge

Rowson, W. and Lucas, R. (1998) 'The role of pay structures and labour costs in business success and failure with particular reference to small hotels', paper presented at the *CHME Research Conference*, Glasgow

Rutherfoord, R. and Spence, L (1998) 'Small business and the perceive limits to responsibility: environmental issues?', paper presented at the *21st ISBA National Small Firms Policy and Research Conference*, Durham, November, pp.225-44

Ryan, C. (1997) 'Rural tourism in New Zealand: rafting in the Rangitikei at River Valley Ventures' In Page, S. and Getz, D. (Eds.) *The business of rural tourism: International perspectives*, London: Thomson International Business Press, pp.162-87

Saunders, M., Lewis, P. and Thornhill, A. (1997) *Research methods for business students*, London: Pitman

Schlegelmilch, B., Bohlen, G. and Diamantopoulos, A. (1996) 'The link between green purchasing decisions and measures of environmental consciousness', *European Journal of Marketing*, 30/5, pp.35-55

Schwandt, T. (1994) 'Constructivist, interpretivist approaches to human inquiry', In Denzin, N. and Lincoln, Y. (Eds.) *Handbook of qualitative research*, Thousand Oaks, CA: Sage, pp.118-37

Schwartz, S. (1977) 'Normative influences on altruism', *Advances in Experimental Social Psychology*, 10, pp.221-79

Schwepker, C. and Cornwell, T. (1991) 'An examination of ecologically concerned consumers and their intention to purchase ecologically-packaged products', *Journal of Public Policy and Marketing*, 10/2, pp.77-101

Scottish Environmental Protection Agency, (SEPA) (1999) *National waste strategy: Scotland*, Scottish Environmental Protection Agency

Scottish Tourist Board (STB) (2000) *Budget hotels study 2000* [Online] Available at http://www.scotexchange.net/KnowYourMarket/Kym-accom.htm (Accessed 9 August 2003)

Scottish Tourist Board (STB) (2003a) *Quality Assurance accommodation types* [Online] Available at http://www.visitscotland.com/sitewide/awards (accessed 11 September 2003)

Scottish Tourist Board (STB) (2003b) *Quality Assurance star grading* [Online] Available at http://www.visitscotland.com/sitewide/star_grading (accessed 11 September 2003)

Seale, C. (1999) *The quality of qualitative research*, London: Sage

Sharma, P., Chrismam J. and Chua, J. (1996) *A review and annotated bibliography of family business studies*, Boston: Kluwer

Shaw, G. and Williams, A. (1990) 'Tourism, economic development and the role of entrepreneurial activity', In Cooper, C. (Ed.) *Progress in tourism, recreation and hospitality management*, 2, London: Belhaven, pp.67-81

Shaw, G. and Williams, A. (Eds.) (1997) *The rise and fall of British coastal resorts: Cultural and economic perspectives*, London: Cassels

Shrivastava, P. (1995) 'The role of corporations in achieving ecological sustainability', *Academy of Management Review*, 20/4, pp.936-60

Shrivastava, P. (1997) 'Ecocentric management for a risk society' In McDonagh, P. and Prothero, A. (Eds.) *Green management: A reader*, London: The Dryden Press, pp.22-37

Shrivastava, P. and Scott, H. (1992) 'Corporate self-greenewal: strategic responses to environmentalism', *Business Strategy and the Environment*, 1/3, pp.9-21

Silano, M. Meredith, S. and Jones, P. (1997) 'Environmental management in UK hotels: the role of employees as stakeholders', proceedings of the *CHME 6th Annual Hospitality Research Conference*, pp.24-36

Silverman, D. (2000) *Doing qualitative data: A practical handbook*, London: Sage

Silverman, D. (2001) *Interpreting qualitative data: Methods for analyzing talk, text and interaction*, 2nd Ed., London: Sage

Simon, H. (1955) 'A behavioural model or rational choice', *Quarterly Journal of Economics*, 70, pp.99-116

Simon, H. (1960) *The new science of management decision*, New York: Harper and Row

Simons, R. and Thompson, B. (1998) 'Strategic determinants: the context of managerial decision making', *Journal of Managerial Psychology*, 13/1-2, pp.7-21

Simpson, A. (1991) cited in Bhargava, S. and Welford, R. (1996) 'Corporate strategy and the environment: the theory', In Welford, R. (Ed.) (1996) *Corporate environmental management: Systems and strategy*, London: Earthscan, pp.13-32

Simpson, J. (1998) 'Wet, wet, what', *Hospitality*, July-August, p.22

Sinclair ,M. and Stabler, M. (1997) *The economics of tourism: Advances in tourism*, London: Routledge, Ch. 7, pp.155-81

Smith, A. and Kemp, R. (1998) *Small firms and the environment 1998: A groundwork report*, Birmingham

Smith, A., Kemp, R. and Duff, C. (2000) 'Small firms and the environment: factors that influence small and medium-sized enterprises' environmental behaviour', In Hillary, R. (Ed.) (2000) *Small and medium-sized enterprises and the environment*, Sheffield: Greenleaf Publishing, pp.24-34

Smith, J. (1984) 'The problem of criteria for judging interpretive inquiry', *Educational Evaluation and Policy Analysis*, 6/4, pp.379-91

Smith, N (1967) cited in Thomas, R. (Ed.) (1998) *The management of small tourism and hospitality firms*, London: Cassell

Sofield, T. and Getz, D. (1997) Rural tourism in Australia: the Undara experience, In Page, S. and Getz, D. (Eds.) *The business of rural tourism: International perspectives*, London: Thomson International Business Press, pp.143-61

Spence, L. and Rutherfoord, (2001) 'Social responsibility, profit maximization and the small firm owner-manager', *Journal of Small Business and Enterprise Development*, 8/2, pp.126-39

Stabler, M. (1997) *Tourism & sustainability: Principles to practice*, Oxon: CAB International

Stabler, M. and Goodall, B. (1997) 'Environmental awareness, action and performance in the Guernsey hospitality sector', *Tourism Management*, 18/1, pp.19-33

Stanworth, J. and Curran, J. (1986) 'Growth and the small firm', In Curran, J., Stanworth, J. and Watkins, D., (Eds.) *The survival of the small firm*, 2, London: Gower, pp.81-99

Stanworth, J. and Gray, C (Eds.) (1991) *Bolton 20 years on: The small firm in the 1990's*, London: Paul Chapman Publishing

Starkey, R. (2000) 'Environmental management tools: some options for small and medium-sized enterprises', In Hillary, R. (Ed.) (2000) *Small and medium-sized enterprises and the environment*, Sheffield: Greenleaf Publishing, pp.96-105

Statt, DA (1997) *Understanding the consumer: A psychological approach*, Houndmills: Macmillan Press

Stern, P. and Dietz, T. (1994) 'The value basis of environmental concern', *Journal of Social Issues,* 50, pp.65-84

Storey, D. (1994) *Understanding the small business sector*, London: Routledge

Strauss, A. and Corbin, J. (1990) *Basics of qualitative research: Grounded theory procedures and techniques*, Newbury Park, CA: Sage

Sundgaard, E., Rosenberg, L. and Johns, N. (1998) 'A typology of hotels as individual players: the case of Bornholm, Denkmark', *International Journal of Contemporary Hospitality Management*, 10/5, pp.180-83

Sutton, A. (1998) 'Talking rubbish', *Caterer and Hotelkeeper*, 5 February, pp.125-6

Swan, J. and Newell, S. (1994) 'Managers' beliefs about factors affecting the adoption of technological innovation': A study using cognitive maps', *Journal of Managerial Psychology*, 9/2, pp.3-11

Swarbrooke, J. (1999) *Sustainable tourism management*, Oxon: CABI

Swarbrooke, J. and Horner, S. (1999) 'The green tourist - myth or reality?', *Consumer behaviour in tourism*, Ch. 14, Oxford: Butterworth Heinemann, pp.197-208

Tanner, C. (1999) 'Constraints on environmental behaviour', *Journal of Environmental Psychology*, 19/2, pp.145-57

Tarter, J. and Hoy, W. (1998) 'Toward a contingency theory of decision making', *Journal of Educational Administration*, 36/3, pp.212-28

Taylor, B. (1997) 'Green in word', In Jowell, R., Curtice, J., Park, A., Brook, L. Thomson, K. and Bryson, C. (Eds.) *British social attitudes: The 14th Report*, Aldershot: Dartmouth, pp.111-34

Taylor, S. and Edgar, D. (1999) 'Lacuna or lost cause? Some reflections on hospitality management research', Brotherton, B. (Ed.) *The handbook of contemporary hospitality management research*, London: Wiley & Sons, pp.19-38

Taylor, S. and Todd, P. (1995) 'An integrated model of waste management behavior. A test

of household recycling and composting intentions', *Environment and Behavior*, 27, pp.603-30

The Moffat Associates (1997) 'UK Business and the environment: trends survey', London: The Moffat Associates Partnership

Thomas, R. (1995) 'Public policy and small hospitality firms', *International Journal of Contemporary Hospitality Management*, 7/2-3, pp.69-73

Thomas, R. (2000) 'Small firms in the tourism industry: some conceptual issues', *International Journal of Tourism Research*, 2, pp.345-53

Thomas, R. (Ed.) (1998) *The management of small tourism and hospitality firms*, London: Cassell

Thomas, R., Friel, M., Jameson, S. and Parson, D. (1997) *The national survey of small tourism and hospitality firms annual report 1996-97*, Centre for the Study of Small Tourism and Hospitality Firms: Leeds Metropolitan University

Thomas, R., Lashley, C., Rowson, B., Xie, G., Jameson, S., Eaglen, A., Lincoln, G. and Parson, D. (2000) *The national survey of small tourism and hospitality firms: skills demand and training practices*, Centre for the Study of Small Tourism and Hospitality Firms: Leeds Metropolitan University

Thompson, K. and Smith, H. (1991) 'Social responsibility and small business: suggestions for research', *Journal of Small Business Management*, January, pp.30-44

Thompson, K., Smith, H. and Hood, J. (1993) 'Charitable contributions by small businesses', *Journal of Small Business Management*, July, pp.35-51

Thompson, S. and Barton, M. (1994) 'Ecocentric and anthropocentric attitudes towards the environment', *Journal of Environmental Psychology*, 14, pp.149-57

Tilley, F. (1999) 'The gap between the environmental attitude and the environmental behaviour of small firms', *Business Strategy and the Environment*, 8, pp.238-48

Tilley, F. (2000) 'Small firms' environmental ethics: how deep do they go?' In Hillary, R. (Ed.) (2000) *Small and medium-sized enterprises and the environment*, Sheffield: Greenleaf Publishing, pp.36-48

Tourism and the Environment Forum (TEF) (2004) *Green Tourism: About the Forum* [Online] Available at http://www.greentourism.org.uk/about.html (accessed 24 February 2004)

Tourism and the Environment Task Force (TETF) (1996) *Action Plan 1996-1999*, Inverness: Highlands & Islands Enterprise

Twersky, A. and Kahneman, D. (1974) 'Judgement under uncertainty', *Science*, 185, pp.1124-1131

Tzschentke, N. (1998) 'Green issues within the hospitality industry: an empirical study', Unpublished Honours Dissertation, Edinburgh: Queen Margaret University College

Vernon, J. (2000) *Barriers to sustainability in tourism-related businesses in south-east Cornwall': Results of discussion groups with tourism business owners*, Working Paper No. 1, Department of Geographical Sciences, University of Plymouth, pp.1-62

Vernon, J., Essex, S., Pinder, D. and Curry, K. (2003) 'The greening of tourism micro-

businesses: outcomes of focus groups investigations in South East Cornwall', *Business Strategy and the Environment*, 12, pp.49-69

Vining, J. and Ebreo, A. (1988) cited in Vining, J. and Ebreo, A. (1990) 'What makes a recycler? A comparison of recyclers and non-recyclers', *Environmental and Behaviour*, 22/1, pp.55-73

Vining, J. and Ebreo, A. (1990) 'What makes a recycler? A comparison of recyclers and non recyclers', *Environmental and Behaviour*, 22/1, pp.55-73

VisitScotland (2001) *Tourism in Scotland* [Online] Available at http://www.scotexchange.net/KnowYourMarket/kym-essentials.htm (accessed 5 April 2003)

Vyakarnam, S., Bailey, A., Myers, A. and Burnett, D. (1997) 'Towards an understanding of ethical behaviour in small firms', *Journal of Business Ethics*, 16, pp.1625-36

Wall, G. (1997) 'Sustainable development-Unsustainable development', In Wahab, S. and Pigram, J. (Eds.) *Tourism development and growth: The challenge of sustainability*, London: Routledge, pp. 33-49

Walley, L. (2000) 'The environmental champion: making a start. Westfield: a success story', In Hillary, R. (Ed.) *Small and medium-sized enterprises and the environment*, Sheffield: Greenleaf Publishing, pp.343-55

Wallis, J. and Woodward, S. (1997) 'Improving the environmental performance of Scotland's hospitality sector', *Managing Leisure*, 2/2, pp.94-109

Watkins, E. (Ed.) (1994) 'Do guests want green hotels', *Lodging Hospitality*, April, pp.70-72

Webster, K. (2000) *Environmental Management In The Hospitality Industry: A Guide For Students And Managers*, London: Cassell

Welford, R. (1994) *Cases in environmental management and business strategy*, London: Pitman

Welford, R. and Gouldson, A. (1993) *Environmental management and business strategy*, London: Pitman

Whalley, S. (2000) 'What are appropriate systems for assessing environmental risks and performance in small businesses?', In Hillary, R. (Ed.) *Small and medium-sized enterprises and the environment*, Sheffield: Greenleaf Publishing, pp.119-27

Wheeller, B. (1993) 'Sustaining the ego', *Journal of Sustainable Tourism*, 1/2, pp.121-29

Wheeller, B. (1995) 'Egotourism, sustainable tourism and the environment-a symbiotic, symbolic or shambolic relationship', In Seaton, A. (Ed.) *Tourism: The state of the art*, Chichester: John Wiley, pp.647-54

Will, S. (1997) 'Preparedness for corporate environmental management in small and medium sized companies', proceedings of the *Eco-Management Conference* Leeds, pp.272-77

Williams, A., Shaw, G. and Greenwood, J. (1989) 'From tourist to tourism entrepreneur, from consumption to production: evidence from Cornwall, England', *Environment and Planning*, 21, pp.1639-53

Wilson, G. and Bryant, R. (1997) *Environmental management: new directions for the twenty-first century*, London: UCL Press

Witherspoon, S. and Martin, J. (1992) 'What do you mean by green?', In Jowell, R., Brook,. L., Prior, G. and Taylor, B. (Eds.) *British social attitudes: The 9th Report*, Aldershot: Social and Community Planning Research, pp.1-25

Wolcott, H. (1982) 'Differing styles of on-site research, or, If it isn't ethnography what is it?', *The Review Journal of Philosophy and Social Science*, 7, pp.154-69

World Commission on Environment and Development (WCED) (1987) *Our Common Future*, Oxford: WCED

World Travel and Tourism Environmental Research Centre (WTTERC) (1996) *Inter-Continental hotels and resorts environmental review*', Cloister Press: Cambridge

APPENDICES

APPENDIX I

Sample characteristics

Ref. No.	Gender	Accommodation Type	Number of letting rooms	GTBS Award Level	Typology Group
01	Female	Guest House	6-10	Bronze	Practical Green
02	Male	Hotel	21and >	Silver	Practical Green
03	Male	Guest House	5 or <	Bronze	Practical Green
04	Couple	Bed & Breakfast	5 or <	Bronze	Ethical Green
05	Female	Bed & Breakfast	5 or <	Bronze	Practical Green
06	Female	Bed & Breakfast	5 or <	Bronze	Ethical Green
07	Male	Guest House	6-10	Bronze	Practical Green
08	Female	Bed & Breakfast	5 or <	Bronze	Ethical Green
09	Couple	Bed & Breakfast	5 or <	Bronze	Practical Green
10	Female	Small Hotel	5 or <	Silver	Ethical Green
11	Male	Small Hotel	16-20	Gold	*Excluded: manager*
12	Female	Small Hotel	5 or <	Gold	Profit-motivated Green
13	Male	Small Hotel	6-10	Gold	Profit-motivated Green
14	Male	Hotel	16-20	Gold	*Excluded: manager*
15	Male	Small Hotel	6-10	Bronze	Profit-motivated Green
16	Female	Guest House	5 or <	Gold	Holistic Green
17	Female	Small Hotel	6-10	Bronze	Practical Green
18	Female	Small Hotel	6-10	Silver	Practical Green
19	Male	Small Hotel	6-10	Silver	Practical Green
20	Male	Hotel	21 and >	Gold	Practical Green
21	Male	Small Hotel	11-15	Gold	*Excluded: no measures prior to joining*
22	Male	Rest. w. rooms	5 or <	Gold	Ethical Green
23	Female	Small Hotel	11-15	Silver	Ethical Green
24	Male	Guest House	6-10	Bronze	*Excluded: no measures prior to joining*
25	Male	Bed & Breakfast	5 or <	Bronze	Practical Green
26	Male	Hotel	16-20	Gold	Profit-motivated Green
27	Male	Hotel	21and >	Silver	*Excluded: manager*
28	Male	Small Hotel	6-10	Silver	Ethical Green
29	Female	Guest House	6-10	Gold	Ethical Green
30	Female	Guest House	5 or <	Gold	Practical Green

APPENDIX II

Topic Frame

- Involvement in environmental activities (start of; status prior to; decision-making process leading to introduction of measures; triggers; influences; reasons; concerns)
- Participation in the scheme (first point of contact; process; reasons for joining; concerns)
- Perceived drawbacks (of going green; of joining)
- Perceived attractions (of going green; of joining)
- Outcome of decision (staff/guests' response; problems encountered; benefits achieved; expectations of going green; of joining)
- Future plans

APPENDIX III

Post Interview Notes

Explanation of abbreviations used:

01, 02 etc.	Interview code
R	stands for Respondent
IT	indicates Interview Time in minutes
TT	indicates Transcription Time in hours
Mr/s X	anonymised name of interviewee, also applies to location or person

01 The interview took place at a table in the breakfast room. There were no interruptions; the tape recorder was placed between the interviewer and the R. thus allowing for optimum recording. The R. was very clear spoken, enthusiastic, needed little probing but tended to digress. Very good rapport could be established immediately. *(100'IT –8-½ TT)*

02 The interview took place in the hotel's hall. As a result, the quality of recorded sound proved poor due to extensive background noise and uninterrupted telephone ringing from the reception area. Further disruption was caused by the R. having to frequently man the reception when customers or calls arrived. The R. was very soft spoken, had a tendency to mumble and seemed nervous and uncomfortable. Rapport was difficult to establish initially as the R. appeared under pressure; however as the interview progressed, the R. relaxed slightly and elaborated on his responses, needing less prompting. In a few occasions the question had to be repeated. It is not known whether this is due to lack of clarity in the question itself, to the interviewer's manner of talking or the R.'s lack of concentration. *(35'IT – 5hrs TT)*

03 The interview took place at the dining table in the breakfast room; the tape recorder was placed between the interviewer and the R., thus resulting in good quality sound, despite the numerous interruptions due to telephone calls. The R. was relatively clear spoken, but kept his responses short, with the tone of voice giving a clear indication that further probing was unwelcome. Rapport was difficult to establish, as the R. tended to avoid eye contact and appeared uncomfortable both with the circumstances and the subject especially when his personal views and motivations were explored. *(45'IT – 3 ½ hrs TT)*

04 The interview took place in the sitting room with both husband and wife. There were very few interruptions. The atmosphere was extremely friendly and relaxed. Both R.s spoke clearly, though at times overlapped each other. Lunch was very kindly offered and shared with the interviewer. *(80' IT – 6 hrs TT)*

05 The interview took place at a table in the kitchen. There were no interruptions; the tape recorder was placed between the interviewer and the R., thus allowing for optimum recording. The R. was clear spoken, enthusiastic, needed little probing but tended to digress. Very good rapport could be established immediately. *(100' IT – 7 hrs TT)*

06 Due to delay accumulated whilst travelling from one interview setting to the other, this interview took place in the evening during mealtime. Despite the researcher suggested rescheduling the meeting at a more convenient time, the R. insisted on being interviewed there and then, while eating supper and before rushing to a training class. This resulted in a less than ideal interview set-up, where the researcher felt to be intruding and under pressure to cut the interview short. Rapport was therefore difficult to establish, though it improved during the course of the interview once the R. had finished eating and could dedicate more attention to being questioned. *(50' IT – 2-½ hrs TT)*

07 The interview took place in the sitting room, near the fire in a very relaxed atmosphere, with hardly any interruptions. The R. was very clear spoken, witty and ready to elaborate, excellent rapport could be established immediately. *(100'IT – 5-½ hrs TT)*

08 The interview took place in the lounge. There were no interruptions. The R. spoke softly and appeared shy and uncomfortable in providing answers. Rapport was difficult to establish and conversation was often stilted. *(35'IT –4 hrs TT)*

09 The interview took place in the lounge with both husband and wife. Contrary to Mrs X, Mr X came across as aggressive, tended to discuss issues in a condescending manner, making use of silences to emphasise his views, while his facial expressions pointed to a desire to be in control of the conversation. Much to his frustration, silences were often filled by Mrs X, who happily shared her opinion with the interviewer, at times openly contradicting her husband! The interview process proved difficult, particularly as the couple tended to argue and carry on the conversation between themselves. Though uncomfortable for the interviewer, these instances provided some interesting insights and added depth to the data. *(80'IT –7 hrs TT)*

10 The interview took place in the conservatory. The R. spoke in a clear and confident manner and needed little probing. Rapport was slightly difficult to establish as the informant remained distant throughout the interview, despite being communicative and answering questions in great length. *(60'IT –6 hrs TT)*

11 The interview took place in the bar lounge, which was closed at the time and thus made allowed for quiet and undisturbed interview. Good rapport could be established immediately as the R. was extremely pleasant to talk to and eager to share information, though he had a tendency to digress and ask questions to the interviewer. *(80'IT –5 hrs TT)*

12 The interview took place in the lounge while the hotel was under refurbishment. Rapport was easy to establish; the R. talked fast but clearly and needed little prompting. A tour of the building was given half way through the interview to show the new developments *(90'IT –7 hrs TT)*

13 The interview took place in the lounge. Good rapport could be established immediately as the R. was friendly, extremely informative, clear spoken and to the point. *(100'IT – 3-½ hrs TT)*

14 The interview took place in the visitors' lounge. Initially the R. appeared tense and uncomfortable with the tape recorder; as the interview progressed he relaxed and provided more extensive answers. *(45'IT – 3hrs TT)*

15 The interview took place in the lounge. The R. seemed initially hesitant about the situation and the questions, providing answers that were either short or not always clearly formulated. Rapport took a while to establish. At the end of the interview, the R. supplied the interviewer with some information about the scheme. *(40'IT – 2hrs TT)*

16 The interview took place in the late afternoon in the visitors' room of the guesthouse where the R. was staying prior to attending a conference on Green Tourism. There were no interruptions. Good rapport could be established immediately, as the R. was enthusiastic and appeared to be at ease in an interview context. The informant was clear spoken and eager to talk to the extent that the interview lasted just under three hours. However, the R. had a tendency to digress and jump from topic to topic; seemed more intent in pursuing her own agenda (wanting to discuss issues to be raised at the conference) rather than answering questions; while her ability to control the conversation meant that the interview schedule could not be adhered to and some questions remained unanswered. Despite of the above, the interview yielded rich data. *(180' IT – 10 hrs TT)*

17 The interview took place in the lounge. The R. was clear spoken though initially hesitant in providing answers; as more general questions were asked and neutral topics discussed (weather, history of the business) the R. became more relaxed and comfortable talking.
(45' IT – 3 hrs TT)

18 The interview took place outside in the courtyard. There were frequent interruptions (deliveries, customers to attend, phone calls) and at times high levels of background noise (delivery trucks, tractors going by). Rapport proved difficult to establish as the R. seemed less than keen to be interviewed perhaps due to the pressure she was under at the time (having to take care of the business on her own whilst keeping an eye on her small children playing in the courtyard).

Furthermore, at the end of the interview it transpired that the researcher was thought to be connected with the Green Tourism Business Scheme or SEA as opposed to being independent, despite of having clarified her position on several occasions. Biases are most likely to have occurred. *(45' IT – 2 hrs TT)*

19 The interview took place in the lounge in a relaxed atmosphere. The R. expressed his views clearly and adamantly but had a tendency to digress; very little prompting was needed. *(70' IT – 5 hrs TT)*

20 The interview took place in a meeting room in the hotel; lunch was very kindly provided. Rapport was very easy to establish from the start as the R. came across as very approachable and willing to share information. The atmosphere was friendly and relaxed. *(90' IT – 5 hrs TT)*

21 The interview took place in the R.'s apartment within the hotel. The R. came across as exuberant and enthusiastic; had a short attention span and a tendency to provide hasty answers. Rapport was easy to establish and the atmosphere frisky. *(35' IT – 2 hrs TT)*

22 The interview took place in the library/sitting room. The R. expressed his views in a resolute but contemptuous manner, which inhibited the building of a good rapport and the conduct of satisfactory interview. *(45' IT – 3 hrs TT)*

23 The interview took place in the visitors' lounge in a relaxed and friendly atmosphere; the R. spoke clearly and provided carefully thought out answers. *(60' IT – 3 hrs TT)*

24 The interview took place behind the reception desk with a few interruptions (guests checking in; telephone calls). Rapport was easy to establish, as the R. was friendly and approachable, though he tended to answer questions hastily and somehow superficially. *(35' IT – 2 hrs TT)*

25 The interview took place in the breakfast room; there were no interruptions. The R. had a tendency to mumble and kept answers short, needing frequent probing. *(35' IT – 2 hrs TT)*

26 The interview took place in one of the hotel's sitting rooms. The R. spoke clearly and needed little prompting though his body language indicated a dislike for probing and a reluctance to undergo a long lasting interview. *(45' IT – 3 hrs TT)*

27 The interview took place in a quiet corner of the hotel. The R. appeared slightly nervous to begin though he relaxed as the interview went on; rapport was easy to establish but body language indicated the R. was on a tight schedule. *(35' IT – 2 hrs TT)*

28 The interview took place at lunchtime in a busy café which the R. had indicated as a meeting place. High levels of background noise made it difficult at times to hear the R.'s answers. Rapport was easy to establish, though time pressures (the interview was carried out during the R.'s lunch break) meant that answers could not be elaborated upon and not all questions could be asked. *(50' IT – 4 hrs TT)*

29 The interview took place in the visitors' lounge. There were no interruptions. The R. was enthusiastic and relaxed. Very good rapport could be established immediately. *(100' IT – 5 hrs TT)*

30 The interview took place in the lounge. Rapport took a while to establish as the R. seemed hesitant and uncomfortable in answering questions. As the interview proceeded, the conversation flowed more easily and the R. appeared relaxed and at ease. *(90' IT – 5 hrs TT)*

APPENDIX IV

Initial Template[1]

1Going green (1GREEN)
- *1.1 reasons*
  - *1.11cost efficiency*
  - *1.12social responsibility*
  - *1.13makes sense*
- 1.2process

2 Joining the scheme (2GTBS)
- 2.1reasons
  - *2.11marketing*
    - 2.111to attract business
    - 2.112to add competitive advantage
    - 2.113to have efforts recognised
  - 2.12for belief
  - 2.13operational (already green)
- 2.2triggers
  - 2.21launch of scheme
- 2.3process
  - 2.31heard about it through postal

3 Decision-maker related factors (later deleted) (3DM)
- 3.1influential factors
  - *3.11concern & awareness (level of)*
    - 3.111trigger (education)
  - *3.12upbringing*
    - 3.121effects of;
  - 3.13mother
- 3.2perceived worth of contribution
- 3.3degree of control?

4 Business-related factors (later deleted) (4BUS)
- *4.1measures implemented*
- 4.2size-related factors
  - 4.21limited purchasing power
  - 4.22reduced spending power
- 4.3type of operation
- 4.1average length of customer stay
- *4.5 location*
  - 4.51effects of;
- 4.6staff
  - 4.61attitudes/response to decision
  - 4.62co-operation & involvement
- 4.7communication

5 Perceived barriers (5BAR)
- 5.1infrastructure
  - 5.11lack of adequate recycling facilities
    - 5.111resulting sentiment
- 5.2support
  - 5.21lack of;
- 5.3environmental attitudes
  - 5.31customers
    - 5.311international comparisons
  - 5.32public
  - 5.33authorities
  - 5.34government
- 5.4connotations of being green

---

[1] Concepts in italic are the examples of changes mentioned in S 3.3 Template development, p. 79

5.41effect on trade
5.42impact on customer relations
5.5quality of environmental products
5.6cost of environmental products

6 Accrued benefits **(6BEN)**
6.1from being green
6.11psychological (satisfaction)
6.12financial (cost savings)
6.13environmental (reduced impact)
6.14educational
6.2from the scheme
6.21views on the scheme

APPENDIX V

Final Template[1]

1Reasons for going green (1GREEN)
- Economic
  - Cost control
  - 'Makes sense!'
- Ethical
  - Social responsibility
    - 'To do my bit'*
    - 'It's the responsible thing to do'*
    - 'It's the right thing to do'*
    - Dimensions of *;
- Operational
  - To improve operational efficiency

2Reasons for joining the scheme (2GTBS)
- Educational
  - To set the example
  - To teach & help others
- Environmental
  - To contribute to environmental preservation
- Financial
  - To reduce costs
  - Free membership
- *Marketing*
  - To increase trade
    - by adding competitive advantage
    - by attracting environmentally aware markets
  - To complement image
  - To have efforts recognised
- Moral
  - For belief
- Operational
  - Knowledge joining would involve little/no change
  - Scheme provided the framework
- Other
  - 'Simply put in front of us!'

3Process of going green (3PRO-GREEN)
- Decision to introduce environmental measures
- Introduction of environmental measures
  - at individual/domestic level
  - at business level
- Environmental record prior to joining

4Process of joining the scheme (4PRO-GTBS)
- Hearing about the scheme
  - methods of contact
- Decision to join

5Influential factors (5INFL)
- Individual
  - Locus of control
    - Perceived worth of contribution
  - Environmental concern & awareness
    - Age
    - *Upbringing*/parental education
    - Education

---

[1] Concepts in italic are the examples of changes mentioned in S 3.3 Template development, p. 79

- Professional background/previous work involvement
- Personal experiences
  - Exposure to other cultures
  - Exposure/participation in environmental initiatives
- Events

External
- Significant Others
  - Family
  - Neighbours
  - Others
- Media pressure
- *Location*
- Law & regulations
- Guest behaviour

6Barriers (6BAR)

Attitudinal
- Customers/ Public/Locals
  - Levels of environmental awareness/education/responsibility in the UK*
    - International comparisons
  - Perceptions of environmental alternatives*
  - Connotations of being green*
  - Implications of *
    - Reluctance to/difficulties in communicate green policy
    - Fear of falling short of guests' expectations
    - Fear of fending trade off
    - Fear of infringing on customers' 'rights'
- Government Central & Local
  - Attitudes towards environmental issues
    - Lack of governmental lead in environmental matters
- Individual (decision-maker)
  - Locus of control
  - Degree of commitment
  - Adaptability/willingness to change
- Staff
  - Levels of environmental awareness
    - Reaction to policy: Inertia/scepticism/ resistance/lack of interest

Financial
- Business
  - Health status
  - Size-related purchasing power
- Suppliers/market
  - Premium of eco-products
    - Implications for trade

Operational
- Business
  - Age/type of;
  - Business performance
  - Conflict between environmental & quality standards
- Individual
  - Time availability
- Suppliers
  - Quality/reliability/availability of green products
    - Effect on standards
- Support infrastructure
  - Access and adequacy of recycling facilities
  - Lack of cooperation/support
  - Lack of information provision

7Benefits (7BEN)

Environmental
- Impact reduction

Educational
- Raised awareness of decision-maker
  - Encouraged further action
- Raised awareness of staff/guests/suppliers

Helped spread the message
Set example for others

Financial
Cost control
Improved saving potential

Marketing
Raised profile
PR
Complemented image
Added competitive advantage

Operational
Improved efficiency & monitoring
Scheme provides justification for measures
Scheme gave access to network of green suppliers
Networking opportunities

Psychological
Increased personal commitment
Contribution-related satisfaction
Recognition related satisfaction

No benefits

8Scheme feedback (7BACK)

Problem areas

Administration
Frequency of inspection visits
Paperwork
Complexity of language used in guidance booklet
Validity & strictness of qualifying criteria
Conflict areas
with quality/hygiene grading requirements

Communication & support
Guidance and support
No follow-up post joining
No guidance on how to approach policy communication
Opportunities to network
Outcome of;
Level of information provision
Level of communication and feedback to members
Communications channels
Need to update and publicise website
Events
Not tailored to small businesses' needs

Marketing
Scheme promotion*
Appropriateness of logo*
Outcomes & implications of*;

Financial
Cost of membership
Expected benefits entitlement through membership

Overall impressions
Implications of;

9Measures implemented (8MEAS)

Areas

Waste
Recycling

Energy
Fitting of energy efficient/saving appliances
Double glazing
Insulation measures

Water
Fitting of water saving devices
Other water saving measures

Transport
Information provision on transport facilities

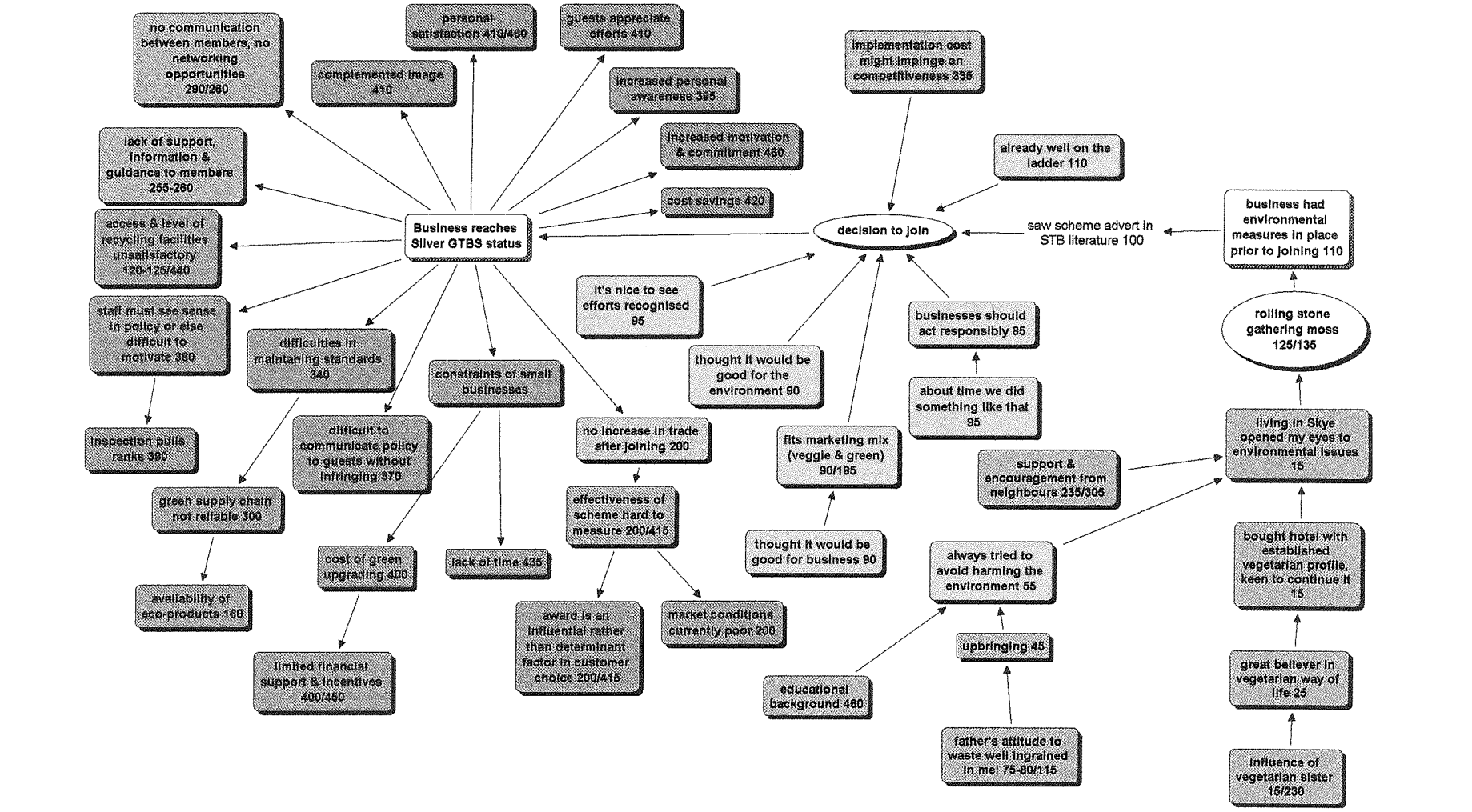
- Membership of W&C Welcome Scheme
- Purchasing
  - Purchasing of Eco-friendly/Fair-trade/Cruelty-free/Organic/Locally produced products
- Training and monitoring
  - Consumption monitoring
  - Informal employee 'training'
- Communication
  - Environmental policy
  - Policy communication to guests
  - Guest involvement
- Wildlife and landscape
  - Membership/support to environmental protection bodies/organisation

Applicability of measures*

- Factors influencing* (see Barriers)

10Guest response (9GUEST)

- Level of involvement
- Perceived response


no communication between members, no networking opportunities 290/260
personal satisfaction 410/460
guests appreciate efforts 410
complemented image 410
increased personal awareness 395
implementation cost might impinge on competitiveness 335
increased motivation & commitment 460
already well on the ladder 110
lack of support, information & guidance to members 255-260
cost savings 420
access & level of recycling facilities unsatisfactory 120-125/440
Business reaches Silver GTBS status
decision to join
saw scheme advert in STB literature 100
business had environmental measures in place prior to joining 110
staff must see sense in policy or else difficult to motivate 360
difficulties in maintaining standards 340
constraints of small businesses
it's nice to see efforts recognised 95
thought it would be good for the environment 90
businesses should act responsibly 85
rolling stone gathering moss 125/135
about time we did something like that 95
inspection pulls ranks 390
difficult to communicate policy to guests without infringing 370
no increase in trade after joining 200
fits marketing mix (veggie & green) 90/185
support & encouragement from neighbours 235/305
living in Skye opened my eyes to environmental issues 15
green supply chain not reliable 300
effectiveness of scheme hard to measure 200/415
thought it would be good for business 90
always tried to avoid harming the environment 55
bought hotel with established vegetarian profile, keen to continue it 15
cost of green upgrading 400
lack of time 435
availability of eco-products 160
award is an influential rather than determinant factor in customer choice 200/415
market conditions currently poor 200
upbringing 45
great believer in vegetarian way of life 25
limited financial support & incentives 400/450
educational background 460
father's attitude to waste well ingrained in me! 75-80/115
influence of vegetarian sister 15/230
Barriers
Concerns
Decision
Green status
GTBS problem areas
Influential factor
Motivation
Non benefits
Overall Benefits

APPENDIX VII

Validation Guidelines

GUIDELINES

The map represents the process of decision-making leading to the introduction of environmental measures and your participation in the GTBS. The data from the transcript has been transferred onto the map and colour coded for easier interpretation. The legend identifies the concept types.

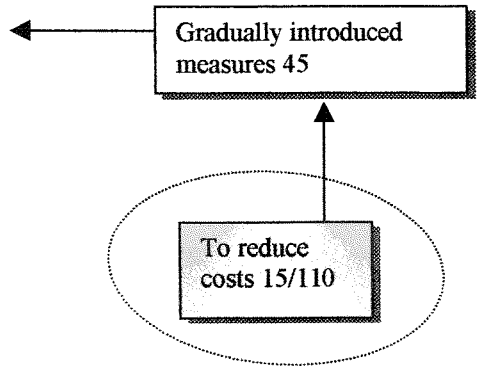
Starting from the right please follow the arrows and check if the information displayed is a fair representation of the transcript. To speed up the process concepts have been referenced with the corresponding line number, which you can find highlighted on the transcript for quick identification (line numbers are on the left-hand margin of the transcript).

The arrows can indicate: led to
resulted in
is/may be inhibited by
require/s

Please note that the concept Barriers refers to barriers/drawbacks to being green (and not to being a GTBS member).

Feel free to add any comments or make alterations to the map, but please bear in mind that the transcript is a word-by-word record of what was said and can therefore not be altered!

Example



To reduce costs was a Motivation (yellow box) for *gradually introducing measures* (Green status: white box). This motivation was mentioned in lines 15 and 110 where it can be found highlighted on the transcript.

+1 decision to join
may be explained by

+47 thought it would be good for the environment 90

+1 decision to join
may be explained by

+42 implementation cost might impinge on competitiveness 335

+1 decision to join
may be explained by

+5 it's nice to see efforts recognised 95

+1 decision to join
may be explained by

+4 fits marketing mix (veggie & green) 90/185
which can be explained by

+36 thought it would be good for business 90

+1 decision to join
may be explained by

+3 businesses should act responsibly 85
which can be explained by

+40 about time we did something like that 95

+1 decision to join
may be explained by

+39 already well on the ladder 110

+1 decision to join
may be explained by

+29 saw scheme advert in STB literature 100
which can be explained by

+15 business had environmental measures in place prior to joining 110
which can be explained by

+38 rolling stone gathering moss 125/135
which can be explained by

+8 living in Skye opened my eyes to environmental issues 15
which can be explained by

+53 support & encouragement from neighbours 235/305

+1 decision to join

may be explained by

+29, +15, +38, + 8

which can be explained by

+41 always tried to avoid harming the environment 55
which can be explained by

+50 upbringing 45
which can be explained by

+12 father's attitude to waste well ingrained in me! 75-80/115

+1 decision to join
may be explained by

+29, +15, +38, + 8, +41

which can be explained by

+13 educational background 460

+1 decision to join
may be explained by

+29, +15, +38, + 8

which can be explained by

+20 bought hotel with established vegetarian profile, keen to continue it 15
which can be explained by

+48 great believer in vegetarian way of life 25
which can be explained by

+49 influence of vegetarian sister 15/230

10 routes

+46 Business reaches Silver GTBS status
may lead to

+18 personal satisfaction 410/460

+46 Business reaches Silver GTBS status
may lead to

+30 difficult to communicate policy to guests without infringing 370

+46 Business reaches Silver GTBS status
may lead to

+28 staff must see sense in policy or else difficult to motivate 360
which can lead to

+35 inspection pulls ranks 390

+46 Business reaches Silver GTBS status
may lead to

+16 cost savings 420

+46 Business reaches Silver GTBS status
may lead to

+19 guests appreciate efforts 410

+46 Business reaches Silver GTBS status
may lead to

+17 increased personal awareness 395

+46 Business reaches Silver GTBS status
may lead to

+23 increased motivation & commitment 460

+46 Business reaches Silver GTBS status
may lead to

+37 no communication between members, no networking opportunities 290/260

+46 Business reaches Silver GTBS status
may lead to

+34 lack of support, information & guidance to members 255-260

+46 Business reaches Silver GTBS status
may lead to

+45 constraints of small businesses
which can lead to

+32 cost of green upgrading 400
which can lead to

+52 limited financial support & incentives 400/450

+46 Business reaches Silver GTBS status
may lead to

+45

which can lead to

+44 lack of time 435

+46 Business reaches Silver GTBS status
may lead to

+43 difficulties in maintaning standards 340
which can lead to

+33 green supply chain not reliable 300
which can lead to

+51 availability of eco-products 160

+46 Business reaches Silver GTBS status
may lead to

+31 access & level of recycling facilities unsatisfactory 120-125/440

+46 Business reaches Silver GTBS status
may lead to

+24 no increase in trade after joining 200
which can lead to

+25 effectiveness of scheme hard to measure 200/415
which can lead to

+27 award is an influential rather than determinant factor in customer choice 200/415

+46 Business reaches Silver GTBS status
may lead to

+24, +25

which can lead to

+26 market conditions currently poor 200

+46 Business reaches Silver GTBS status

may lead to

+21 complemented image 410

16 routes

Influential factor

Motivation

APPENDIX X

Publications

Tzschentke, N., Kirk, D. and Lynch, P.A. (2004) 'Reasons for going green in serviced accommodation establishments', *International Journal of Contemporary Hospitality Management*, Vol. 12, No. 2, pp. 116-24

Tzschentke-Hamilton, N., Kirk, D. and Lynch, P. (2002) 'Environmental practices in the Scottish accommodation sector: a question of 'doing my bit'?, Paper presented at *Tourism Research: 2002*, Cardiff: UWIC Press, 4-7 September, pp.170-71

Tzschentke, N. (2001) 'Environmental decision-making in the small hotel sector', Paper presented at the *10th Annual CHME Hospitality Research Conference*, London: South Bank University, 19-20 April, pp. 79-80